GAP

& WORKFORCE SERVICE ASSESSMENT

ANALYSIS

A Project to Determine Gaps between Service Availablility and Service Access

WORKFORCE SOLUTIONS
★★★ HEART OF TEXAS ★★★
Linking Jobseekers and Employers

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Preface

The Gap Analysis and Workforce Service Assessment were conducted for the purpose of improving Heart of Texas services, specifically, job search services to residents. Improving job search services will shorten the duration of unemployment, reduce the number and amount of unemployment insurance payments, enable more efficient and effective job searches, improve the labor market participation rate and put residents to work more quickly. Whether for new entrants, re-entrants or currently employed, job search skills can be learned, and work search can be facilitated.

The Gap Analysis identifies service gaps, i.e. gaps between the intended service and the service experienced by residents. The Workforce Assessment explores the gaps and assesses their causes and consequences. A Suggested Approach proposes improving job search services for residents by closing gaps in work search services.

The project was conducted with direction from the Heart of Texas Workforce Development Board Director of Strategic Planning, Eunice Williams, and under the leadership of Anthony Billings, Heart of Texas Workforce Development Board Executive Director. The analysis and assessment was conducted by independent workforce consultant Bill Janes, in collaboration and with the support of Heart of Texas Workforce Development Board Project Support Specialist Sugey Jaimes; and Baylor University Business Management Interns Ryan Fraizer and Chris Hargis. Graphics and design were created by Lilian Hall. Sugey Jaimes conducted interviews with job seeking customers and with Center staff. Data validation and support was provided by Kary Kuecker, Contract Manager of Workforce Centers and WIOA Youth. Matilda Alonzo provided research on public job websites. Surveys of providers were conducted by David Davis, Director of Operations, Workforce Solutions New Road Center; Margie Davila, Human Resources Representative at the Workforce Solutions New Road Center; Sugey Jaimes; and Jose Palacios, Project Manager for the Workforce Board.

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Executive Summary

The Heart of Texas Workforce Board serves a six-county area that is growing rapidly and projected to grow more rapidly in the decades ahead. The Board was established to conduct analyses of the area's economic conditions and workforce development activities; enhance communication, coordination, and collaboration; leverage resources and capacity among service providers; develop strategies for using technology to maximize the accessibility and effectiveness of services; identify, promote, develop and implement proven and promising strategies; and facilitate connections among various functions, services and service providers. It is pursuit of its original charge that the Board commissioned the Gap Analysis and Workforce Service Assessment.

Today, in an environment of expanding need and declining funding, the Board's specific objectives are to meet businesses' expansion needs, move more people across the region into jobs more quickly, provide services more efficiently, make services more effective and assure available services are readily accessible.

Though a number of organizations form a network of service providers assisting jobseekers, unemployment continues, and businesses continue to experience difficulty finding the right employees.

The Gap Analysis and Workforce Assessment takes a snapshot of twenty service providers, focuses on nine basic work search tasks, looks at both brick-and-mortar and web-based services offering to assist job seekers with those tasks, interviews job seekers, assesses service availability and job seekers' access to services, and identifies gaps between availability and access.

Gaps in service availability and access are described and assessed, factors contributing to the gaps are identified and basic principles for closing the gaps are enumerated.

The study concludes with a suggested approach to make services more accessible. Such a service re-design could be useful to both service providers and job seekers by both simplifying and expanding access to services.

INTRODUCTION

Workforce Boards were established to analyze the area's economic conditions and workforce development activities; enhance communication, coordination, and collaboration; leverage resources and capacity among service providers; develop strategies for using technology to maximize the accessibility and effectiveness of services; identify, promote, develop and implement proven and promising strategies; and facilitate connections among various functions, services and service providers. It is with these objectives in mind that the Gap Analysis and Assessment were conducted.

Workforce Solutions for the Heart of Texas is one among several organizations to offer workforce-related services in the six-county area, but the Board is the only organization whose *primary objective* is to provide job search training and to guide the development and delivery of job search services to all residents of the Waco Metropolitan Statistical Area (McLennan and Falls counties) and to the residents of Bosque, Freestone, Hill and Limestone counties.

Workforce Solutions offers job search services intended to help residents enter or re-enter employment. These services are critical for all residents seeking employment whether in-demand, mid-level and professional occupations. The services are both (1) brick-and-mortar based and (2) web based. Brick and mortar services are available in four counties. Web-based services are available for unemployment insurance applications, job registration, to view TWC job postings and other work search-related services.

Work search-related services are the subject of the Gap Analysis and Workforce Assessment and include, but are not limited to, providing skills, techniques and assistance for career counseling, planning a work search, developing leads, preparing a resume, writing cover letters, identifying openings, preparing for interviews, contacting potential employers, following up and following through on leads and contacts.

Work search services have a specific purpose: To hasten entry or re-entry to work. The objectives are shortened duration of unemployment, fewer dollars spent on unemployment insurance claims and more efficient and effective job searches. These services are referred to as "work search training" or "job search training". In addition, to an assessment of Workforce Solutions' services, a brief survey of other organizations was conducted, in order to obtain a snap shot of job services available in the area.

To gather data for the report, job seekers were heard from at Centers and libraries. Frontline staff and managers in Waco and Marlin were interviewed. In a brief review of area service providers, organizations were asked for their responses to questions about

basic job search services they offered and how they were provided.

Job seekers were asked their reactions to in-person staff-supported services available through Workforce Solutions Centers and to services available through libraries and via web-based applications. Managers and frontline staff were asked to share their experiences helping residents and their insights into residents' needs and circumstances.

The report includes four parts: (1) The Context, reviewing the area's economy and workforce, such as demographics, educational levels and projected growth, (2) A Gap Analysis, identifying significant lapses between needs and job search services, (3) A Workforce Service Assessment, examining the gaps more fully and (4) A Suggested Approach, exploring an approach for closing the gaps, aligning efforts, improving service and hastening residents' entry and re-entry to employment.
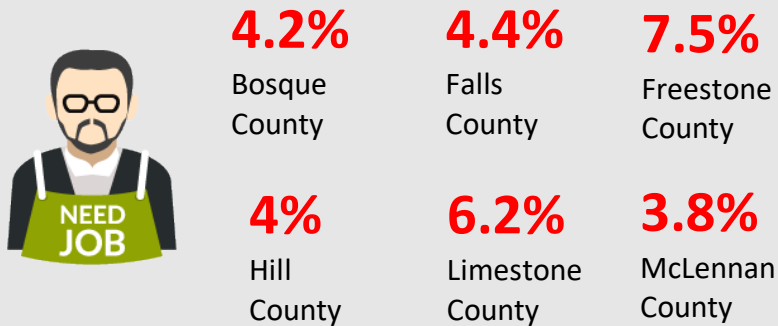
CONTEXT

Economic, Demographic & Educational Overview

In the coming decade, the Heart of Texas is expected to experience an era of sustained economic growth. A recently completed study of the Waco MSA by the Perryman Group identifies several relevant trends and characteristics, confirming the Waco area's growth potential. While a separate study is not available with detail for Bosque, Freestone, Hill and Limestone counties, using the Perryman Group report and assuming some similarities among all HOT counties, it is instructive to review the report's findings and projections, many of which will affect the entire HOT area, and consider the possible impacts on area-wide economic development and workforce.

Recent employment estimates for the Waco MSA show a current labor force of nearly 122,000 and an unemployment rate of 3.9% for December 2016, well below the state and U.S. rates. [The total unemployed in the MSA would be at least 4,758.] More recent rates are displayed in Unemployment Rate - April 2017.

Total nonfarm employment increased by 3,000 net jobs over the past 12 months to 119,500 (as of December 2016), for an annual growth rate of 2.6 percent (the fourth highest among MSAs in Texas).

UNEMPLOYMENT RATE – April 2017

4.2% Bosque County	**4.4%** Falls County	**7.5%** Freestone County
4% Hill County	**6.2%** Limestone County	**3.8%** McLennan County

The population of the area is projected to expand by approximately 59,100 by 2040 and bring the number of residents to nearly 323,000. Employment is forecast to grow 1.48% yearly through 2040, resulting in almost 51,000 net new jobs.

BOSQUE COUNTY

18,010

HS graduate 82%
Some College 18%

$ 47,636 Median Income

UI Rate 4%

FALLS COUNTY

17,437

HS graduate 76%
Some College 12%

$ 36,559 Median Income

UI Rate 4.2%
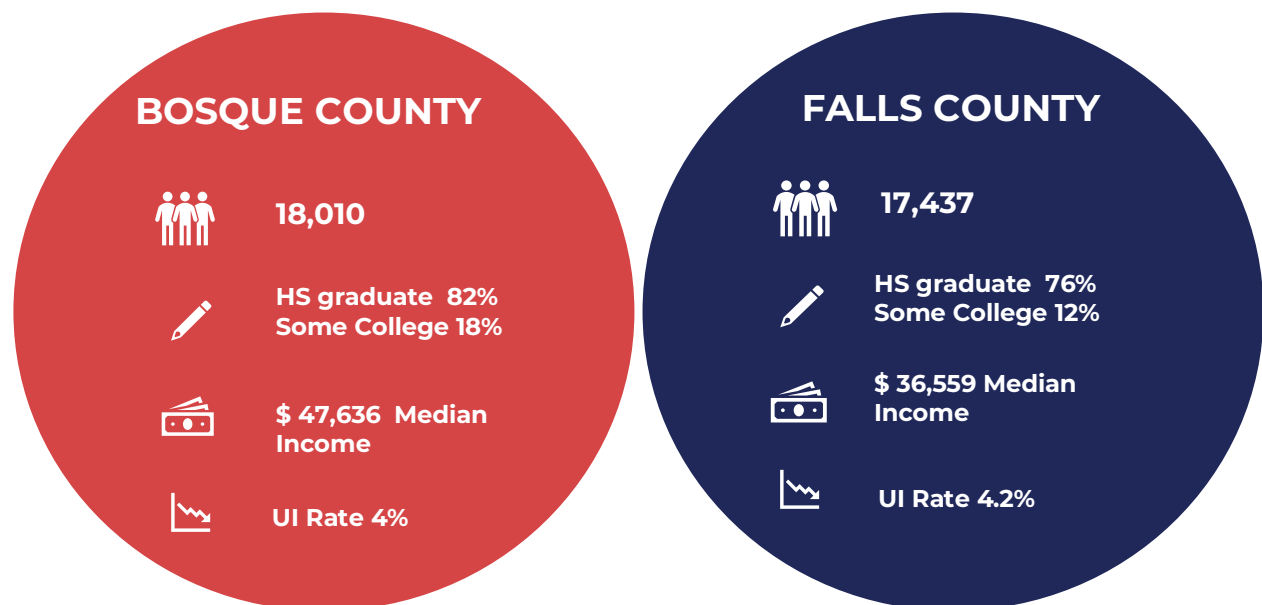
A March 2017 report by the Perryman Group on the Greater Waco Area noted the Waco MSA has grown by 11.2% over the past five years, significantly outpacing both the state and nation in terms of population growth, and Waco's metropolitan population will grow by 22.4%. The economy is expected to double, all by the year 2040. The need for

FREESTONE COUNTY

19,625

HS graduate 81%
Some College 12%

$ 45,681 Median Income

UI Rate 6.3%

HILL COUNTY

35,171

HS graduate 80%
Some College 16%

$ 47,338 Median Income

UI Rate 3.9%

LIMESTONE COUNTY

23,527

HS graduate 79%
Some College 15%

$ 39,382 Median Income

UI Rate 5.5%

MCLENNAN COUNTY

251,259

HS graduate 83%
Some College 22%

$ 46,662 Median Income

UI Rate 3.8%
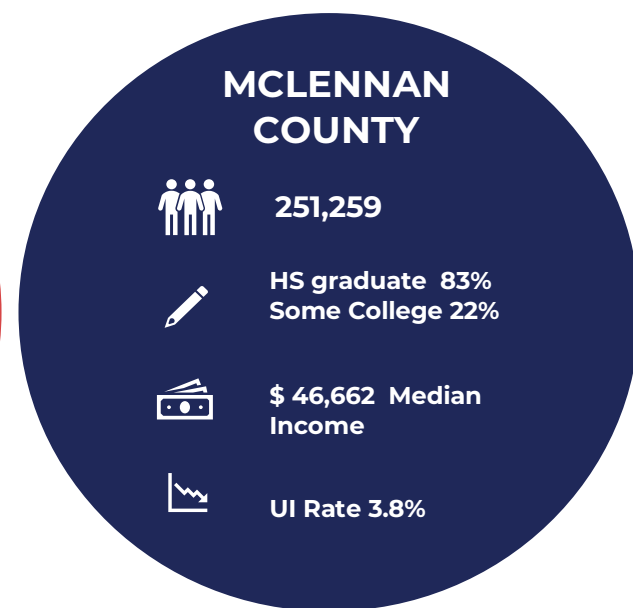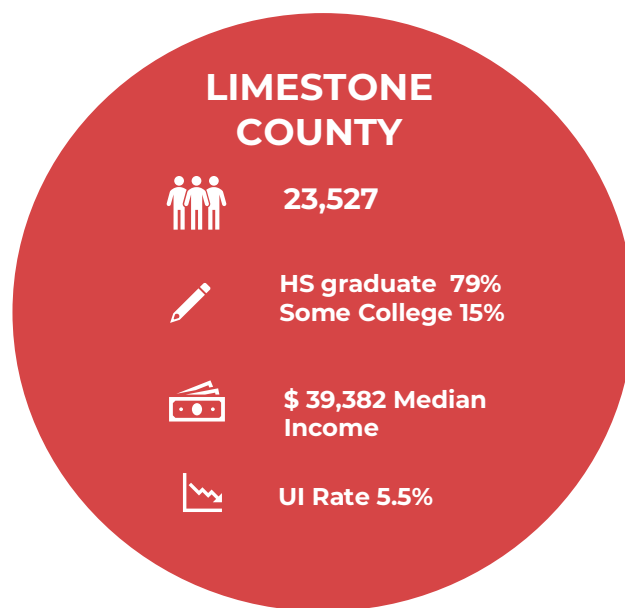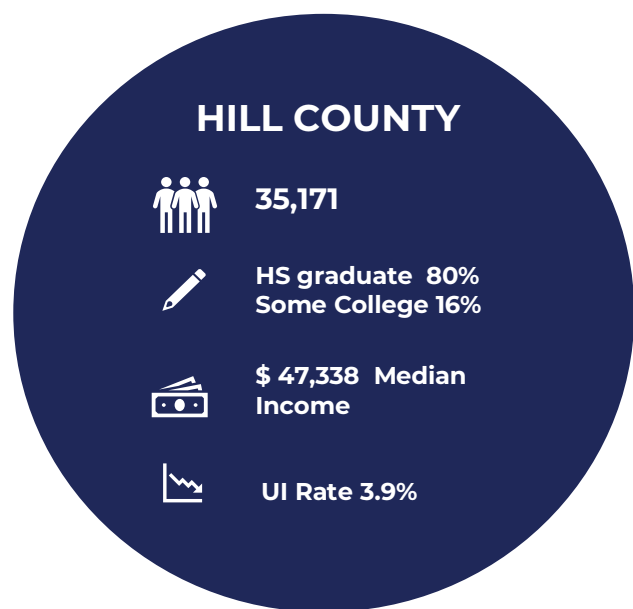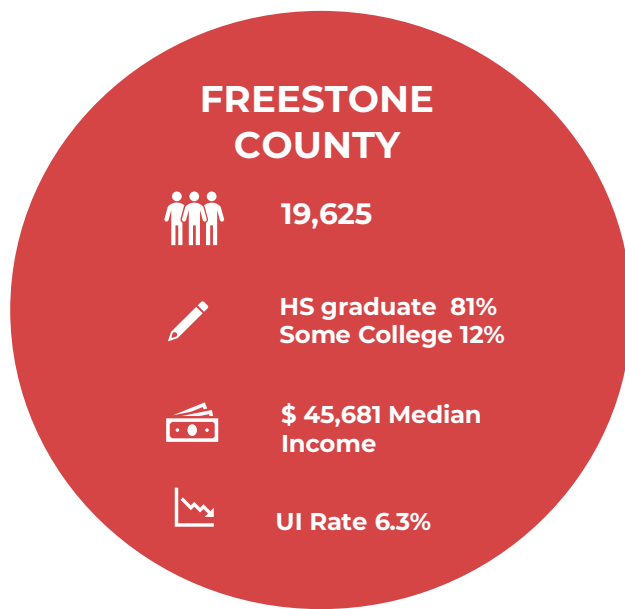
work search services will increase as businesses intensify their searches for more and better qualified workers. The four counties outside the Waco MSA - Bosque, Freestone, Hill, Limestone Counties - are currently home to nearly 100,000 individual residents; a 1.48% per year growth rate will push the number in ten years to nearly 115,000.

The Waco MSA median household income is approximately $42,231, lower than the median incomes in Hill or Bosque Counties. The lower median income may reflect the fact that approximately 22% of people in Waco MSA live in poverty and that a share of Waco's upper-income individuals employed in Waco reside outside the city.

Eighty-four percent of Waco MSA residents 25 years and over have at least a high school degree, slightly above the statewide percentage of 82.4%. There were 25,900 students enrolled in college or graduate school in the Waco MSA in 2015. Educational levels in Bosque, Freestone, Hill and Limestone Counties are arrayed below. Around 54.8% of the population 25 years or older in the Waco MSA has had at least some college and 22.5% have a bachelor's degree or higher.

Bosque County Educational Levels, 25+ age group
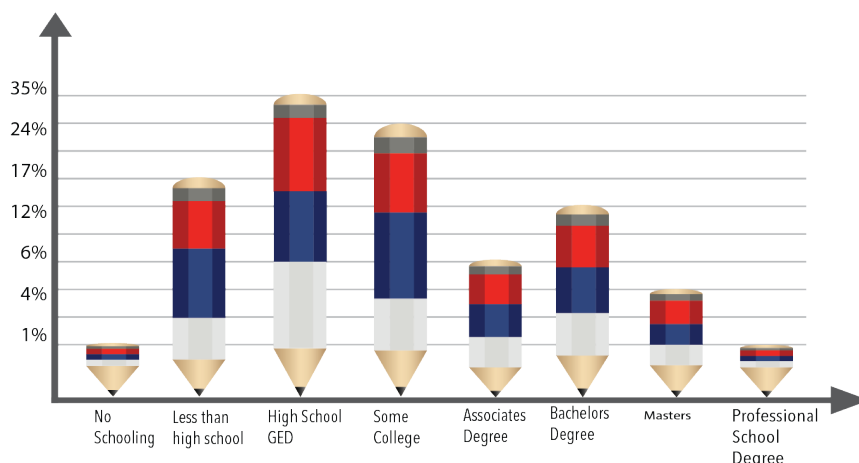
There were 76,200 total students in the Waco MSA in 2015. Approximately 7,600 students (10.0%) were enrolled in nursery school or kindergarten and another 42,700 (56.0%) were enrolled in elementary to high school.

Freestone County Educational Levels, 25+ age group
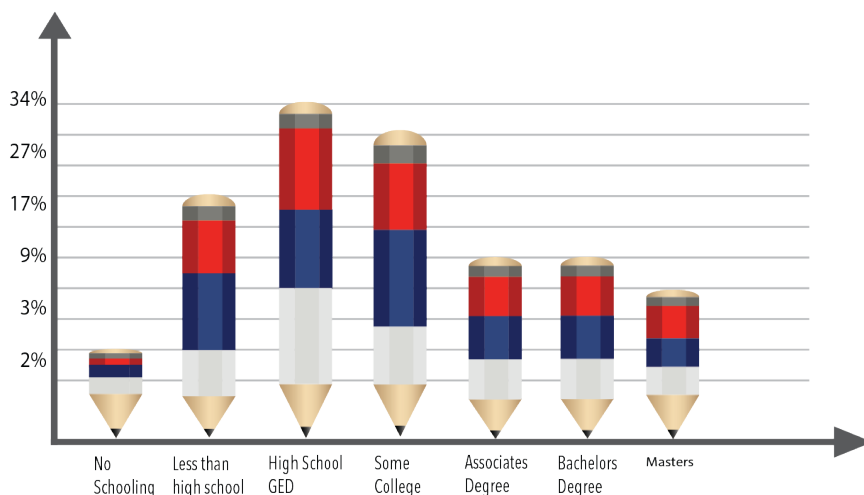
College and graduate school enrollment exceeded 25,000 students.

The MSA contains three institutions of post-secondary study: Baylor University, McLennan Community College (MCC), and Texas State Technical College (TSTC).

Waco and the Waco area have much to offer current and potential businesses and residents:

Hill County Educational Levels, 25+ age group
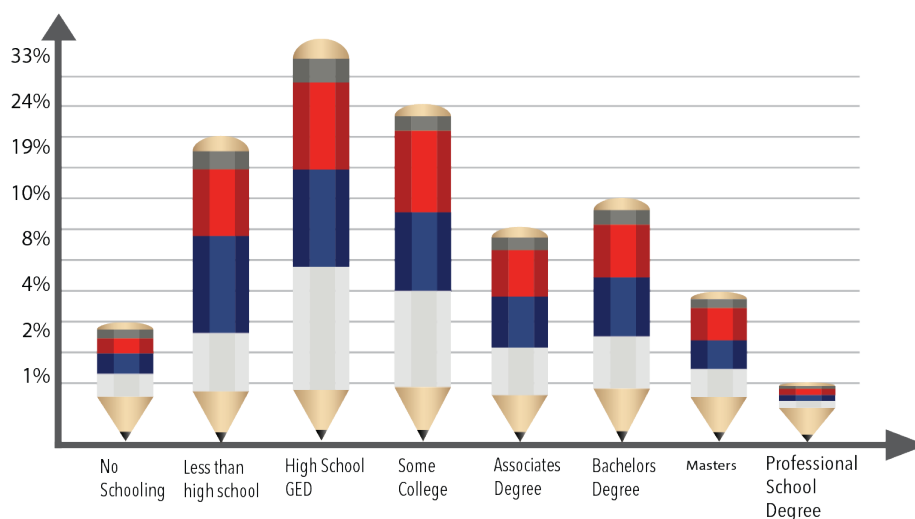
Limestone County Educational Levels, 25+ age group
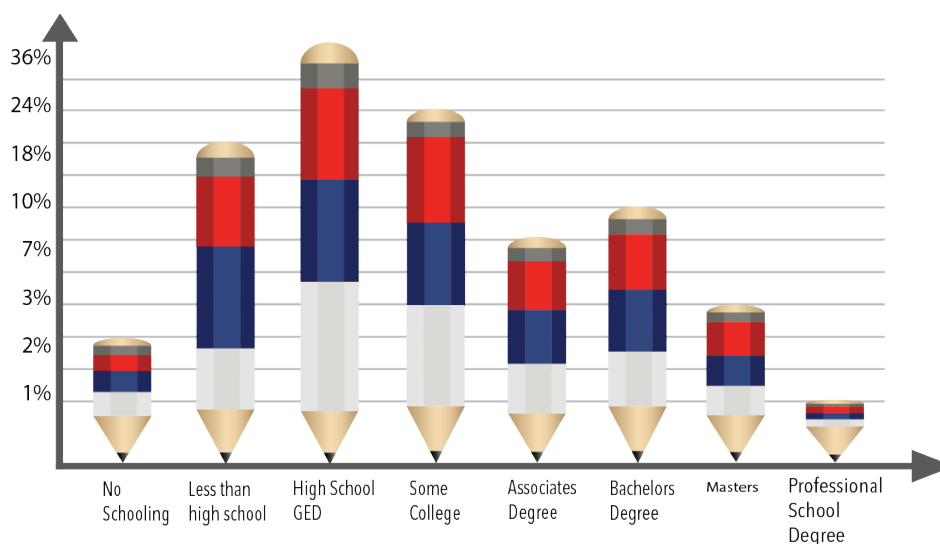
Based on predictions of "continued steady growth" and an "expanding economy", Waco City's bond ratings were recently raised by both Standard and Poor's and Moody.

Investor and business confidence in Heart of Texas' strength and economic potential continues to build.

Workforce Role in Economic Development

The projection of a 1.48% yearly growth through 2040 and 51,000 net new-job gain comes against a background of historically low unemployment and presents the Board with the challenges of attracting new workers to the area and deploying the currently available workforce more effectively and efficiently.

Waco Strengths for Potential Businesses & Residents

Quality higher education options	Available land for development including numerous business parks	A variety of incentives for business growth
Parks and other recreational activities	Future development including the on-going riverfront development	A historic downtown district which hosts events throughout the year

Simply put, the Board's task is two-fold: Contribute to the Waco area's thriving economy by attracting a new workforce, and by developing and deploying the resident workforce.
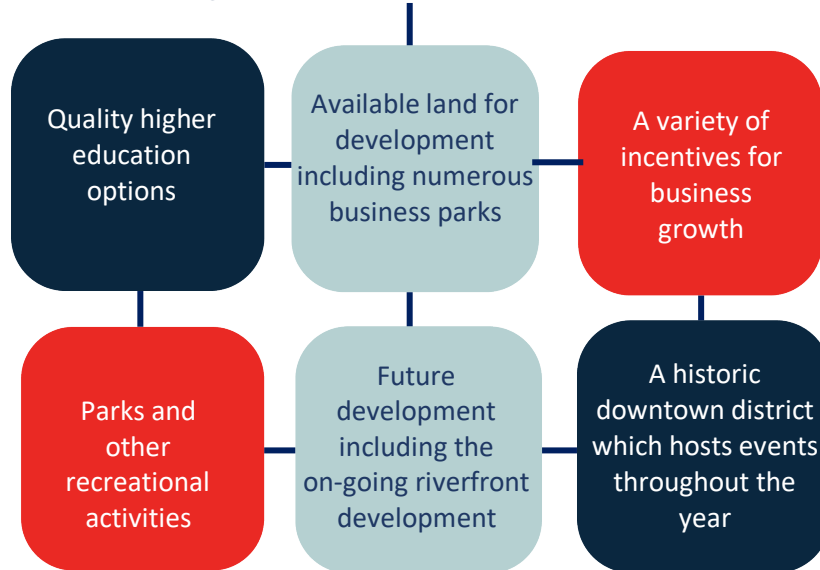
Most firms agree it is more cost effective developing current customers than trying to capture new ones. The Rule of Thumb: It's five times more expensive to find a new customer than retain a current. In other words, if the cost of maintaining an individual customer averages $1,000, the cost of finding a new customer will average $5,000.

Could a similar statement be made about the workforce: Could it be more cost effective to maximize the current workforce, than recruit a new one? Because a strong workforce is vital to economic development and profitable businesses, both are required. Work search services aim to serve both the new and current workforce.

In the past, economic advantage was determined by geography, like a natural harbor, navigable river or river crossing, such as Waco took advantage of with its Suspension Bridge. Today, the prime determiner of economic development is workforce. Workforce is the chief consideration for a company considering relocation to a new area according to ***Entrepreneur Magazine***.

But discussions about economic development and workforce can devolve into a debate about the chicken or the egg: "Which comes first, the workforce or the businesses?" **Talent Economy** magazine recently answered the question this way: "[When companies] think about areas under consideration, the four biggest factors are (1) quality of skills the company is trying to attract, (2) cost of those skills, (3) supply of the workforce with those skills and (4) demand or competition for them."

The Board's primary roles are to contribute to profitable businesses and a vital workforce, attract new workers, "skilling up" workers, expedite employment and re-employment, and fully utilize the talents and skills of the current workforce. A vital workforce, the key to continuing Waco's profitable businesses and economic growth, is the Board's key objective.

Workforce Infrastructure, Funding and Resources

While a network of service providers, stakeholders and partners form the infrastructure for services available to workers and businesses within the Heart of Texas (see Appendix L, Partners, Stakeholders & Service Providers), the Workforce Board is the governmental organization whose *sole mission* is "*to provide a well-trained workforce*

VISION, MISSION, OBJECTIVES

VISION
To provide a highly valued workforce system that meets the economic demands of the Heart of Texas communities."

MISSION
To Provide a well-trained workforce for employers in order to ensure the economic growth of the region.

OBJECTIVES
"The Heart of Texas Workforce Development Board is the governmental organization that governs the workforce development system for the Heart of Texas region and is responsible for the oversight, planning, and evaluation of workforce services."

2017-2020 Strategic Plan

for employers in order to ensure the economic growth of the region" (see Vision, Mission, Objectives and Appendix M Role of the Workforce Board).

Workforce Infrastructure

The Board's services play a key role in reducing unemployment, shortening the duration of unemployment, upgrading skills, improving workforce participation and generating economic growth. To achieve its skill upgrade objectives, the Board currently allocates resources to skills training, e.g. AA degrees, licensures and certifications. To achieve its workforce participation objectives, the Board allocates resources to job search training, e.g. career counseling, job search and job search assistance. As noted previously, the Board provides training through a network of Workforce Centers and libraries - Centers in McLennan, Falls, Hill and Freestone counties and libraries in all counties, including Limestone and Bosque. Job search services and training are delivered via in-person in classes at the New Road Workforce Center in McLennan county only. In addition, GED classes are provided at the New Road Workforce Center.

A sample of the New Road Center's brick-and-mortar services is illustrated by a four-week offering during a representative month.

Waco New Road Center Service Offerings October 2017

Week One
GED Classes (8)
One Free Training *(no topic specified)*
One Resume Training (3 hours)
One Job Readiness Training
Hiring/Interviewing Events *(3 Events)*

Week Two
GED Classes (8)
One Free Training *(no topic specified)*
One Resume Training (3 hours)
One Job Readiness Training
Hiring/Interviewing Events *(6 Events)*

Week Three
GED Classes (8)
One Free Training *(no topic specified)*
One Resume Training (3 hours)
One Job Readiness Training
Hiring/Interviewing Events *(3 Events)*

Week Four
GED Classes (8)
One Free Training *(no topic specified)*
One Resume Training (3 hours)
One Job Readiness Training
Hiring/Interviewing Events *(2 Events)*

In addition to brick-and-mortar, services are delivered through the two web-based systems: workintexas.com and hotworkforce.com.

Work-in-Texas.com, run by the State of Texas, accepts Unemployment Insurance applications, work registrations and displays businesses' job listings. Hotworkforce.com is available to all Board-area residents and provides job search tips and links to other sites.

Use of Work-in-Texas is required for unemployment insurance claimants and participants in various other programs, where work registration is a requirement. Through the Work-in-Texas website, participants can register for and look for work.

Work-in-Texas serves as a source of job leads for all residents. Any resident may register for work on the site and review postings. Both systems are discussed in more detail below in the Gap Analysis and Workforce Assessment.

Workforce Funding and Resources

A variety of resources maintain the brick-and-mortar and web-based workforce infrastructure. Nationally, continued reductions in federal funding for all public services are anticipated, including for workforce services. National reductions will impact the Heart of Texas area.

Five Year Funding Time Line: Heart of Texas Workforce Board

	2012	2013	2014	2015	2016
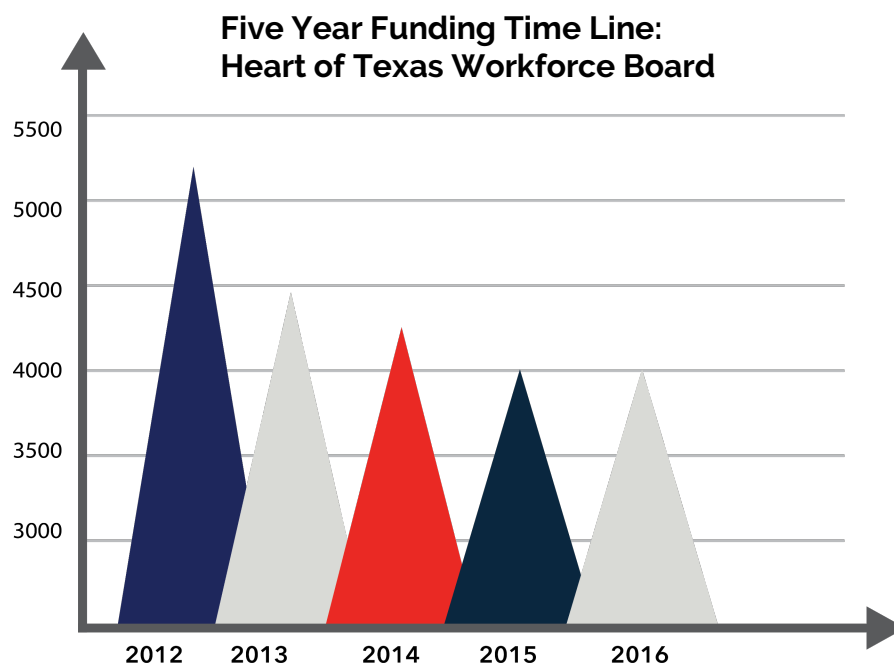
The long-term trend in resource reduction is illustrated in the Five-Year Funding Time Line.

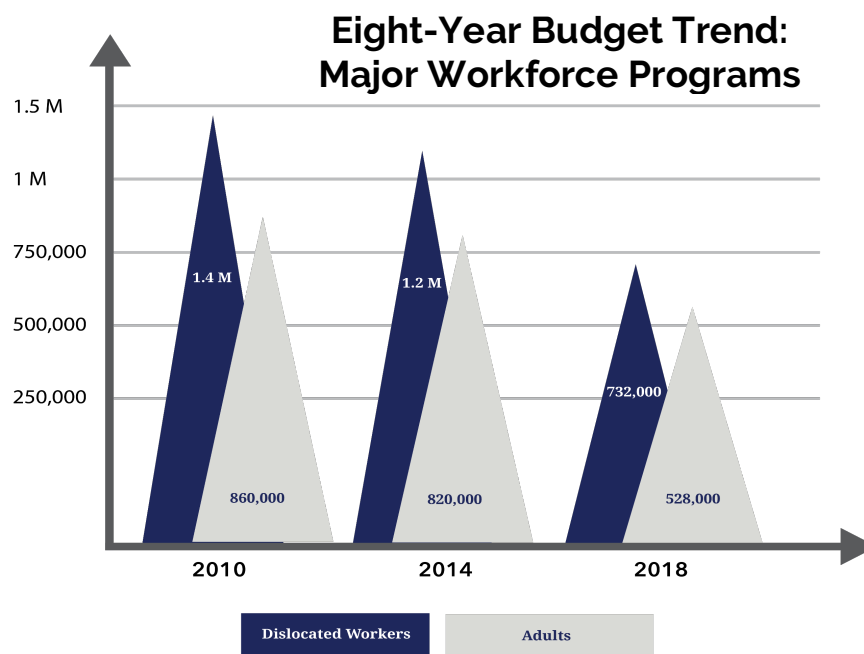In addition to steady over-all funding reduction, regulatory constraints restrict local flexibility and target funds to specific programs (e.g. Choices, SNAP) or activities (e.g. funding AA degrees and certifications).

A combination of reduced funding and tightened constraints may further restriction job search services for residents who don't meet specific program requirements, but who nevertheless are seeking a range of assistance from job search planning, resume writing, developing leads, interview preparation, identifying job leads, career counseling.

Predictions and projections confirm continuing declines in resource levels. A review of the FY 2018 Department of Labor Budget Brief reveals trends that began in 2010 continue through 2018, see Eight Year Budget Trend. From 2010 levels, funding for adult workers has declined by 60%; for dislocated workers, by 50%.

Eight-Year Budget Trend: Major Workforce Programs

1.5 M		
1 M		
750,000		
500,000		
250,000		
	1.4 M	1.2 M	732,000
	860,000	820,000	528,000
	2010	2014	2018

Legend: Dislocated Workers, Adults

While other governmental and local non-profit organizations function as service providers, partners and stakeholders, reduced federal resources are likely for the immediate future.

The Board continues to develop strategies to address both declining resources and increasing demand. The Gap Analysis and Workforce Assessment are intended to assist the Board to develop its strategy.

Challenge and Opportunity

The Board's objectives are to move more people across the region into jobs more quickly, provide services more efficiently, make services more effective and assure available services are readily accessible. These objectives have to be achieved in light of two very real circumstances: Reductions in funding for all programs, personnel, facilities, equipment and support AND expansion of the area's population, economy and workforce.

Two of the Board's key strategies for achieving its objectives are funding credentials, e.g. AA degrees and certificates, to improve skills and individual earnings, and funding job search training, e.g. career counseling, job search planning and a range of related tasks, to hasten employment.

Over the last year, approximately 100 Board-funded individuals completed training for certificates, AA degrees and licensure. By funding certificates, AA degrees and licensure for a few individuals, Heart of Texas affects the earning potential of a small number of residents. Certificate, AA and licensure training are delivered through institutionally refined systems with little potential for efficiencies or for unit cost reduction.

In contrast, during the last year, over 20,000 individuals received Board-funded job search services. Unlike training for certificates, AA degrees and licensure, job search training may present an opportunity for the Board to maintain or reduce overall cost, reduce unit cost (cost per individual served) and still achieve the objective of hastening employment and re-employment.

For the Board, many challenges remain: Contributing to economic expansion and the growth of profitable businesses, reducing periods of unemployment, helping residents find new and better jobs, increasing the workforce participation rate. And an opportunity presents itself: Developing and implementing a practical and compelling strategy to improve job search services - even in light of funding reductions.

To address the opportunity, the Gap Analysis and Assessment takes a first step by attempting to answer these questions: What is revealed by a snapshot of current services? What are the gaps between availability of service and accessibility to service? What is the nature of the gaps? Can the gaps be closed to improve job search services?

GAP ANALYSIS

A gap analysis compares potential performance with actual performance to gain insight into where improvement efforts should be targeted and resources allocated to close gaps and improve service.

Service Providers and Programs: A Snap Shot

As part of the gap analysis, a review of area programs and organizations providing job search services was conducted.

JOB SEARCH SERVICES BASIC TASKS

Work Search Planning

Writing Resumes

Writing Cover Letters

Career Counseling

Interviewing Skills

Identifying Leads

Assessing the Local Labor

Job Clubs

Soft Skills

"Job search services" are defined as services offered to assist job seekers with key tasks (see Job Search Services, Basic Tasks). Objectives of the review are to determine for each organization and program the range of job search services provided and the means by which job search services are provided, the counties providers reach and whether the providers serve targeted populations or all who seek services (for list of surveyed providers see Appendix A).

Approximately two dozen service providers were selected; twenty responded and their responses are examined in this section. Since the purpose of the survey was not to analyze individual programs or organizations, but to obtain a snapshot of the service environment, individual programs and organizations are not identified in the report.

All offered assistance with one or more of the nine basic work search tasks: job search planning, writing resumes, career counseling, interviewing skills, identifying leads, assessing the local labor market, job clubs, soft skills training.

Nine basic job search tasks are arrayed by organization below in the table Job Search Services by Tasks: Organizations and Programs (A-T).

Job Search Services by Tasks: Organizations & Programs (A-T)

| ORGANIZATION	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
BASIC TASK																				
Work search Planning	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	
Writing Resumes		✓			✓		✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
Writing Cover Letters	✓	✓			✓		✓	✓	✓	✓	✓			✓		✓	✓	✓	✓	✓
Career Counseling	✓	✓			✓		✓	✓		✓	✓	✓				✓	✓	✓	✓	
Interviewing Skills	✓	✓			✓		✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
Identifying Leads		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓
Assessing the Local Labor	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓
Job Clubs					✓	✓		✓	✓		✓					✓			✓	
Soft Skills		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓

The percentages of organizations offering assistance with each basic task are shown below in the accompanying table. (The percentages shown are computed as follows: For "Work Search Planning" 20 organizations and programs responded and 15 reported that they provided assistance with the task "Work Search Planning"; therefore, 15 of 20 or 75% provided assistance with "Work Search Planning". The percentages give an indication of the tasks for which assistance is most frequently made available by organizations/programs.)

The basic tasks are displayed again in graphic XXXX and ranked by percentages representing the availability of service for each task.

Basic Task	% Organizations & Programs Providing
Labor Market	95%
Identifying Leads	85%
Interviewing Skills	75%
Work Search Planning	75%
Writing Cover Letters	70%
Writing Resumes	70%
Career Counseling	60%
Job Clubs	35%

Assistance To Job Seekers Provided By Organizations & Programs

Assistance to Job Seekers provided by Organizations & Programs

Category	Percentage
LABOR MARKET	95%
IDENTIFYING LEADS	85%
SOFT SKILLS	80%
WORK SEARCH PLANNNG	75%
INTERVIEWING SKILLS	75%
RESUMES & COVER LETTERS	70%
CAREER COUNSELING	60%
JOB CLUBS	35%
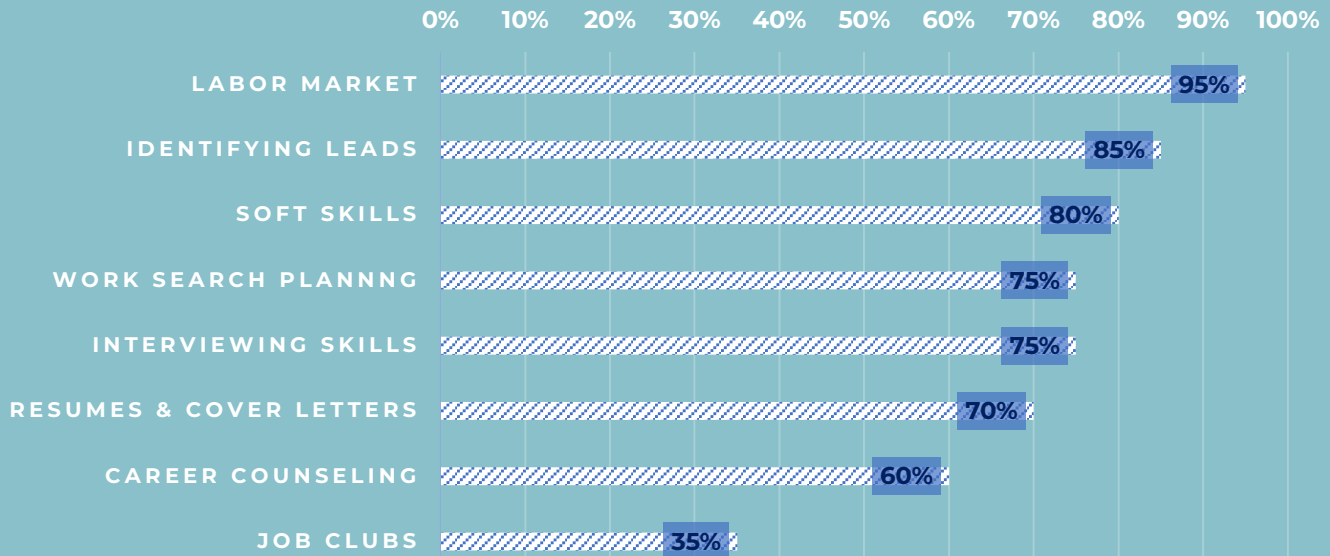
Graphic XXXX

With respect to counties served, 100% of the organizations offered assistance to job seekers in McLennan County (see Where Services Are Offered by Organizations & Programs). While about three quarters of the organizations reported offering a service or services to residents of both McLennan County <u>and</u> the balance of Heart of Texas, 20% of the organizations responding reported serving only residents of McLennan County.

Where Services Are Offered by Organizations & Programs																				
Organization	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
All Counties	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓			✓	✓	✓	✓	✓
McLennan Only						✓						✓		✓	✓			✓		

With respect to delivery methods, job search services were available via in-person, classroom and websites. Ninety-five (95%) percent provided on-site services; 25%, web-based services; 5% provided both. The predominate method was in-person (one-on-one) with 45% of providers delivering services *only* one-on-one. Others reported using one-on-one in combination with other methods. Forty percent (40%) reported using

classroom. Two organizations reported delivering services through all three methods – in-person, classroom and web-based.

Methods Used by Organizations & Programs to Deliver Job Search Services

Onsite
95%

Web-Based
25%

Both Onsite & Web-based
5%

Some organizations providing assistance with job search tasks focus on particular populations and demographics ("targeted populations"); others provide job search services to all who request them. Of the twenty organizations surveyed, 55% (11) served a targeted population. Examples targeting particular populations are organizations and programs, such as Senior Community Service Employment Programs, Veterans and Reintegration Round Table. Job seekers in targeted populations are not excluded from obtaining services from other organizations, and, presumably do so; 45% (9) of the organizations surveyed offered services to all Board-area residents.

With respect to web-based services, organizations and programs report referring clients/customers to a rather small range of websites (e.g. Work-in-Texas, careeronestop.org, hotworkforce.com). Some organizations and programs reported referring job seekers to their organization's own website, along with other sites, including job opening websites. Job opening websites number in the hundreds (perhaps, the thousands); a sample is included in Appendix K.

Some organizations surveyed reported providing "employer engagement" service, as well as job search service. One program focuses on employers. In addition, 35% (7 of 20) have an in-person employer engagement program. Of the 20 organizations surveyed, 13 (65%) reported some form of business engagement program; of those reporting a business engagement program all used an in-person approach; half reported supplementing the in-person approach with an internet presence. Half of the organizations reporting employer engagement programs practiced both in-person and web-based engagement.

To summarize, the snapshot focused on a selected number of service providers' job search services. Some employer engagement was reported, though employer engagement was not a part of most providers' services. Similarly, providers reported using websites to assist job seekers. Judging by the websites named, it seems that providers generally referred job seekers to websites primarily for job listings, rather than support for support or assistance with the full range of job search tasks.

Seventy percent (70%) or more of surveyed organizations provided services to: (1) Assess the labor market and (2) Identify leads, (3) Enhance soft skills, (4) Plan the work search, (5) Interview and (6) Write resumes and cover letters. Job Clubs were infrequently provided; in fact, Job Clubs were offered by only about a third of the service providers. In-person is the prevalent delivery method. Classroom delivery is next. Websites seemed to be used primarily to expose job seekers to job listings. Finally, while most of the providers offered services to residents of all counties, many had a main location and residents were required to travel to there for the organizations' services.

The Availability – Accessibility Gap

When available services are not truly accessible, there is a gap.

The gap between available and accessible represents a failure on the part of the organization to deliver a service and failure on the part of the job seeker to benefit from the service.

"**Availability**": *Presence of the service.*

"**Accessibility**": *Residents' ability to access or use the service.*

For example, because a service is "available" to residents only in a limited number of locations, on a limited number of days and only during specific hours, it may not be considered "accessible" by a large number of residents. In that case, gaps between "available" and "accessible" are created by inaccessible locations and inconvenient days and times.

A web-based service that is "available" to all may be on a site that is too opaque, convoluted or elaborate to be accessible. In that case, gaps between "available" and "accessible" are likely the result of poor design, clumsy navigation or contradictory objectives.

The gaps represent a failure to facilitate the job search, help job seeker shorten his or her unemployment and find a new or better job. The report examines the gaps in brick-and-mortar and for web-based services.

Gaps in Brick-And-Mortar Servxice

Only services offered by the Heart of Texas Workforce Solutions were examined for this portion of the Gap Analysis. While this limited the depth, it avoided a burden for other organizations and programs to respond to a proliferation of questions.

The services selected for examination included GED classes, job search planning (or preparation), identifying leads, preparing resumes, preparing cover letters, contacting businesses, interviewing, following up job contacts.

Heart of Texas Workforce Solutions brick-and-mortar services were first examined.

Gaps in the availability of in-person classroom work search services is most evident (see Workforce Availability Brick & Mortar Gaps).

Workforce Availability Brick & Mortar Gaps						
NEED for Training/Support	AVAILABILITY					
	Brick & Mortar, In-Person Classroom					
	Bosque	**Falls**	**Freestone**	**Hill**	**Limestone**	**McLennan**
GED Classes						✓
Job Search Preparation						✓
Identifying Leads						✓
Preparing Resumes						✓
Preparing Cover Letters						✓
Contacting Businesses						✓
Interviewing						✓
Following Up Job Contacts						✓
Yes: Scheduled; N/S None Scheduled; N/AV Not Available						✓

To receive classroom work search training, residents must come to McLennan County's New Road Workforce Center. Centers in other counties do not provide these classes in their Centers or through their libraries.

The gap between the need for and availability of in-person job search services manifests itself in different ways county to county. Neither Bosque nor Limestone counties have Workforce Solutions facilities. Falls, Hill and Freestone have Workforce Solutions facilities, but do not provide classes.

Centers in Falls and Freestone counties are staffed by workforce employees who can provide some in-person guidance, direction and training. In Bosque and Limestone counties, there are no Centers, but there are libraries across the Board area that allow computer use for job seekers. While libraries are not staffed with workforce employees, library staff or volunteers are available to assist with computer hardware and respond to questions about "getting on" computers and using web-based services.

In summary, brick-and-mortar locations – Centers and libraries - are open to the public in all counties, either all week or a portion of the week. Centers are staffed by Workforce Solutions employees; libraries are not staffed by Workforce Solutions employees, but are staffed by library staff, full-time or part-time or by volunteers.

As mentioned above, job search training sessions are scheduled and provided in-person at only one Center. Three Centers have workforce staff who can assist residents to file unemployment claims, register for work and view online job listings. Librarians are provided training once a year how to assist residents to get on workintexas.com and hotworkforce.com.

Gaps in Web-Based Job Search Training

In addition to brick-and-mortar staffed services, Heart of Texas residents are served through two web-based systems: workintexas.com and hotworkforce.com.

The first is workintexas.com, operated by the Texas Workforce Commission and serving Heart of Texas area residents per year (including unemployment insurance claimants).

All job seekers who register and complete a job application/resume have access to job openings posted by businesses on workintexas.com; as of October 20, 2017, job openings in workintexas.com for the year numbered over 275,000.

In addition to seeing "All Jobs" on the workintexas.com site, job seekers can target "Find Jobs for Veterans" and "Find State Jobs". Some self-service, self-directed job search training is available on the Work-in-Texas site.

To access workintexas.com's requires an extensive registration process, including Social Security number, personal information and number of "required" entries. [Note: The author of this report found the registration and logon to be impenetrable and was unable to join the site without in-person assistance, then without personal assistance was unable to get back on.]

Work-in-Texas self-directed work search training includes tips on preparation for job search, identifying leads, resume writing, career counseling, labor market research, cover letters, interviewing skills.

The second web-based system is hotworkforce.com. Operated by the Workforce Solutions Board, hotworkforce.com includes basic information about Workforce Solutions, provides a click to the Work-in-Texas system, and clicks to Employer Services, Veterans Services, Youth Services, Child Care Services and to Job Seeker Services.

"Job Seeker Services" on hotworkforce.com are self-service and self-directed.

Self-directed services on hotworkforce.com include preparation for job search, identifying leads, resume writing, career counseling, labor market research, cover letters, interviewing skills. No registration or logon is required for hotworkforce.com.

Over 83,000 Heart of Texas residents were served through hotworkforce.com in a recent twelve-month period (October 2016-September 2017). While no county-by-county estimate is available, service via hotworkforce.com can be accessed from homes, Workforce Centers, libraries and public wifi in all counties throughout Heart of Texas.

The elaborate registration and logon process required to access workintexas.com clearly gives a potential advantage to hotworkforce.com users.

Some gaps between the promise of easily accessible job search assistance and the reality are highlighted in Initial Availability Gaps Web-Based Services Summary.

During interviews and conversations with users and Center staff, reviewers discovered

Initial Availability Gaps Computer-Based Services Summary		
GAP	WokinTexas.com	Hotworkforce.com
Elaborate logon/Registration creates gap between first-time users & job search services	✓	
Elaborate logon/Registration process creates gap between repeat users & job search services	✓	
Topical overload creates gap between repeat users & job search services	✓	✓

another "gap" with respect to self-directed services at both workintexas and hotworkforce. The obstacles created by the elaborate and time-consuming registration and logon process function as a barrier, creating a gap between the service and potential users.

Similarly, topical overload combined with clumsy and patched interfaces and transitions confound users and create numerous additional gaps, making it less likely users will return to the site. Simply put, residents' experiences with workintexas.com and hotworkforce.com were unsatisfying. The sites were seen as inconvenient and difficult to use, awkward and confusing. More significantly, residents felt the desired assistance was not truly accessible. The failure to provide a service that responds to job seeker needs represents simultaneously a serious service gap and an enormous opportunity.

GAP ASSESSMENT

To review: In 2016, Workforce Solutions for the Heart of Texas assisted over 24,000 job seekers with their work search and helped over 1,500 businesses fill over 5,200 jobs. During the same period, over 7,400 UI claimants received services; over 2,300 welfare recipients; over 800 ex-offenders; and over 2,100 veterans.
From October 2016 through September 2017, the Teague Center in Freestone county had over 4,300 in-person customer visits; Hillsboro Center in Hill County, over 5,200; the Marlin Center in Falls County had nearly 3,000. While job seeker visits for Bosque and Limestone County libraries are not available, if patterns are comparable for similar populations, then in-person visits by job seekers may have been 3,000 and 4,500 respectively, for Bosque and Limestone counties.

In addition to in-person assistance through Workforce Centers, residents used both workintexas.com and hotworkforce.com.

Customer Visits from October 2016 through September

Hill County Workforce Solutions Center
3,000 In-person customer

Bosque County Libraries
Not Available In-person customer visits

Freestone County Workforce Solutions Center
4,300 In-person customer visits

Limestone County Libraries
Not Available In-person customer visits

Falls County Workforce Solutions Center
3,000 In-person customer visits
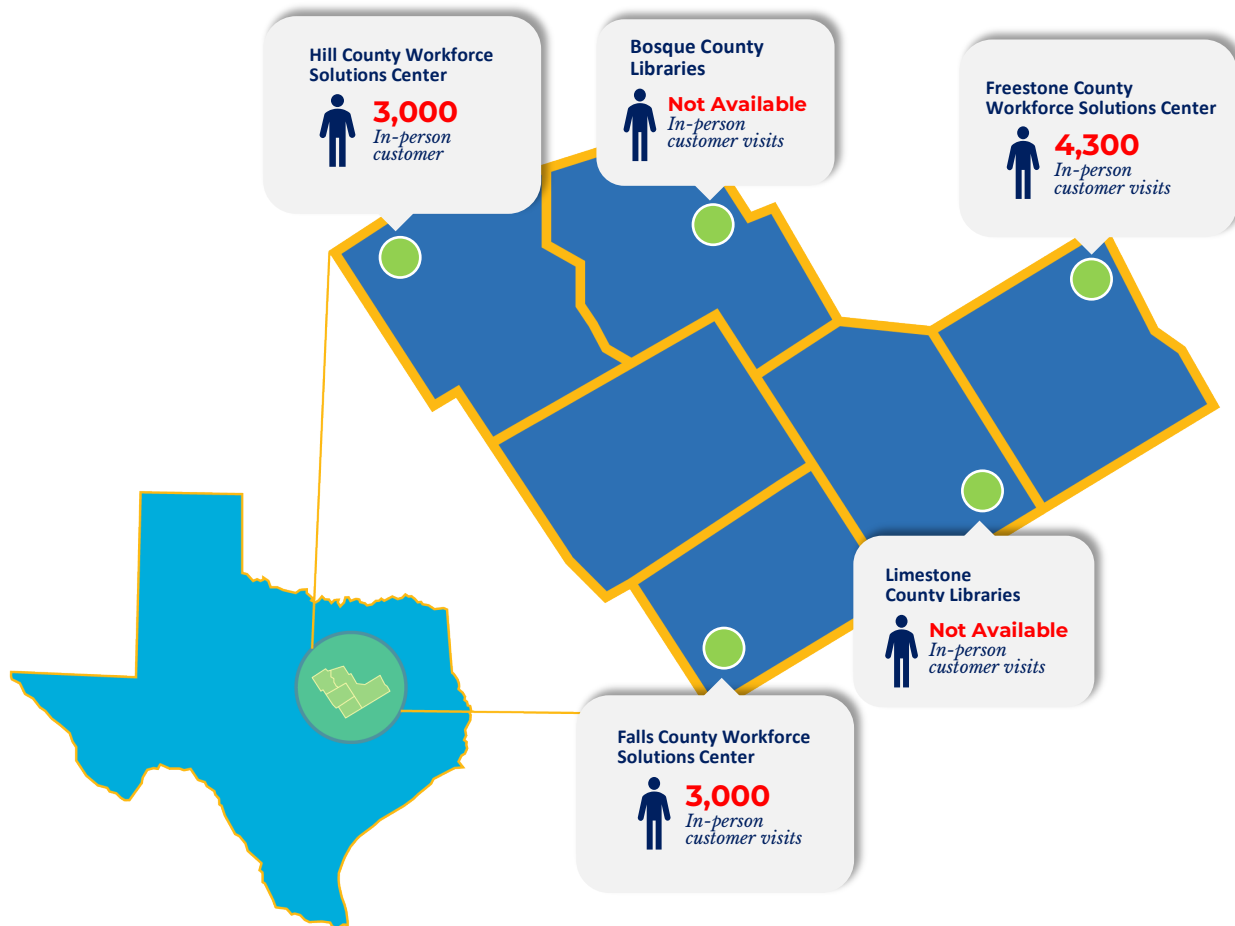
From October 2016 through September 2017, hotworkforce.com was accessed over 83,000 times (by 4,350 job seekers in a low month to over 8,550 in a higher month). To what extent were workforce services available and accessible to job seekers? The Workforce Assessment reviewed resident circumstances, examined the services, and identified some causes and consequences of gaps.

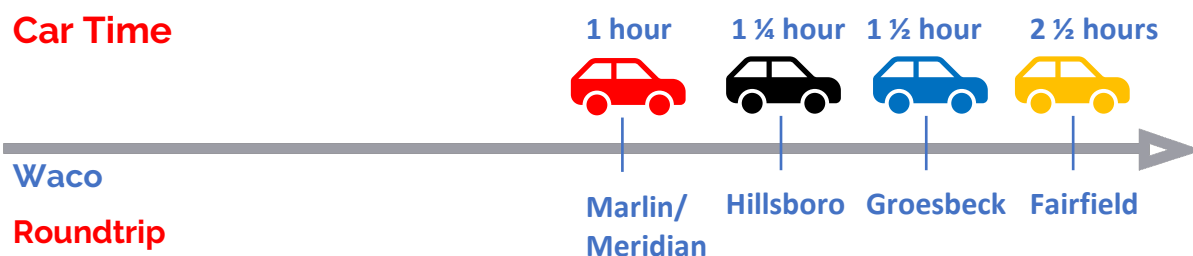## Job Seeker Location and Brick-and-Mortar Location

To be effective, services must match needs. Job seekers' circumstances vary from individual-to-individual. Two broad categories of circumstances are relevant: location and labor market status.

It is evident from the Gap Analysis that access to staffed brick-and-mortar services varies greatly by location, i.e. from county to county, from one Center to no centers to a single library.

The gap between users' need for work search training and users' access to in-person classroom training is significant. Travel times to in-person classroom work search training from counties without in-person classroom work search training are shown and range from estimates of two and a half-hour round trip for residents of Fairfield; an hour and half round trip for Groesbeck residents; an hour and ten to fifteen minutes for Hill; an hour for Marlin or Meridian residents.

In an era of declining resources, the Board has attempted to address the service gap through partnerships with local libraries.

Travel to In-Person Classroom Work Search Training

Car Time

| | 1 hour | 1 ¼ hour | 1 ½ hour | 2 ½ hours |

Waco

Roundtrip

| | Marlin/Meridian | Hillsboro | Groesbeck | Fairfield |

The Board has expanded the number of brick-and-mortar sites with computer access over the last six years from six to twelve, and, now the number has grown to include twenty-three library-based sites plus four Workforce Centers. Library staff assist residents in using the libraries' computers to "get on" the web-based systems. As mentioned above, the Board does not staff the sites; residents are aided by library staff who receive one training session each year to up-date them on the web-based systems.

AVAILABILITY GAPS BRICK & MORTAR SUMMARY SERVICE GAPS						
	Bosque	**Falls**	**Freestone**	**Hill**	**Limestone**	**McLennan**
In-Person Work Search Training Classes						✓
Brick-and-Mortar Center Staffed Full-Time		✓	✓	✓		✓
Brick-and-Mortar Center Opened Five-Days/Wk		✓	✓	✓		✓
Library*Access, No Center	✓				✓	
Library days and hours of access vary by location and staffing.						

Because most organization's and program's facilities are located in McLennan County, job seekers in other counties simply are not offered the same range of services and/or do not enjoy the same access to brick-and-mortar facilities, instead relying more on web-based services.

Job seeker labor market status is another factor leading to more reliance on web-based job search services.

Job Seeker Labor Market Status

At all times, residents are entering and leaving the civilian labor force due to lay-offs, quits, discharges and graduations, completion of military service, family responsibilities or other.

Students; stay-at-home parents, divorced or widowed who may not have worked previously are new entrants, requiring job search services. Others are rejoining the labor force after a period of retirement or are empty nesters returning to work or previously incarcerated once employed and now seeking new employment are re-entrants, requiring job search services.

Many residents are currently employed and seeking new opportunities within the workforce (e.g. employment change, promotion, new experiences, acquisition of new skills, etc.); currently employed residents seeking to move up the economic ladder seek assistance with their job search, as well. With the increase in less-than-full-time jobs, many part-time employees are seeking either full-time jobs or a second part-time job.

Variations in individual circumstances, necessitate some tailoring of work search strategy, tools and techniques. Through in-person, face-to-face and classroom services, residents can articulate their circumstances and staff can respond appropriately, but in many instances service gaps – caused by resource constraints - do not allow for residents to receive in-person, face-to-face and classroom service throughout the Heart of Texas area.

Without in-person, face-to-face services, many residents must rely on web-based services, making availability and access a more important consideration for web-bases services. Web-based delivery of work search training for Heart of Texas residents - workintexas.com and hotworkforce.com - is discussed below.

Web-Based Work Search Service Delivery

Web-based work search training through workintexas.com and hotworkforce.com is available at a Workforce Center, libraries or other locations through a computer, laptop at device.

Percent of organizations & programs surveyed currently use web-based services

25%
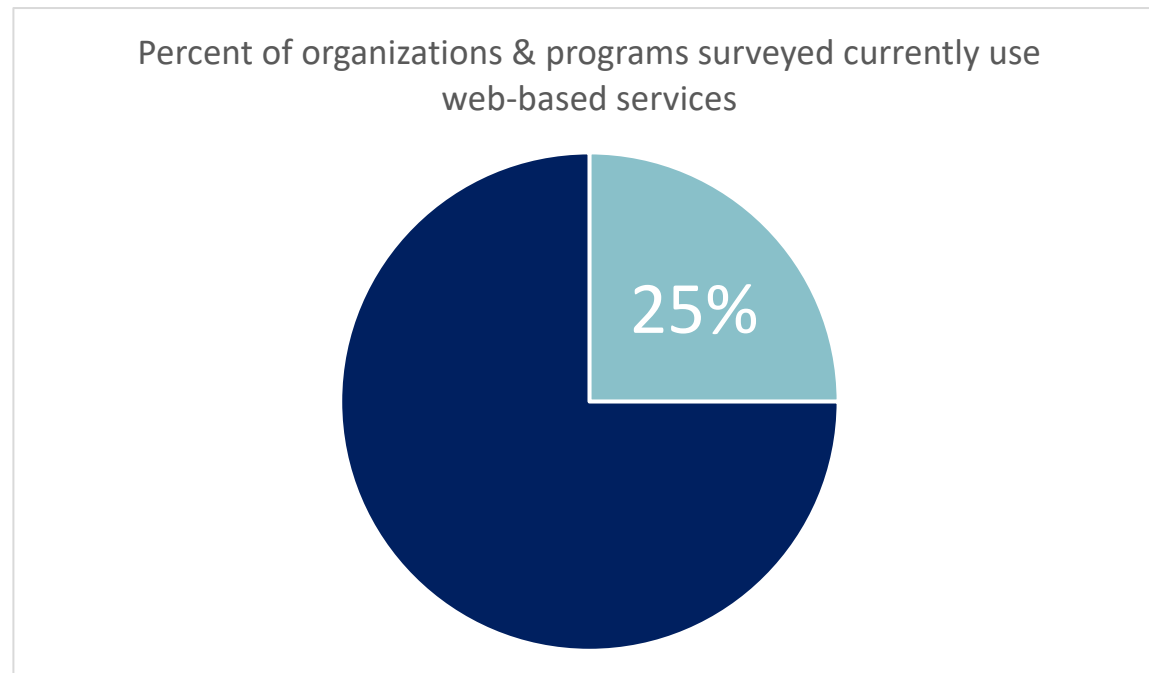
Web-based services are used currently by 25% of the organizations and programs surveyed. Web-based work search training has the potential to reach more residents and to do so more efficiently and effectively.

To identify and assess the gaps in web-based services, the plan was to interview job users based on a standardized set of questions (see Appendix D).

The questions were structured to yield a strict statistical analysis; however, as interviews with Center customers began, it became obvious that informal dialogue, rather than rigorous Q&As, produced more candid responses. Conversations with users, an informal approach, was more informative and the responses more open. Clip boards, note pad or tally sheets inhibit genuine exchange. Job seekers opened up, when the interviewer was listening intently to the response, rather than concerned with tally marks.

The decision was made to favor more open-ended discussions, simply because informality provided more useful data, e.g. What was the users' experience like? How did they like it? What bothered them about it?
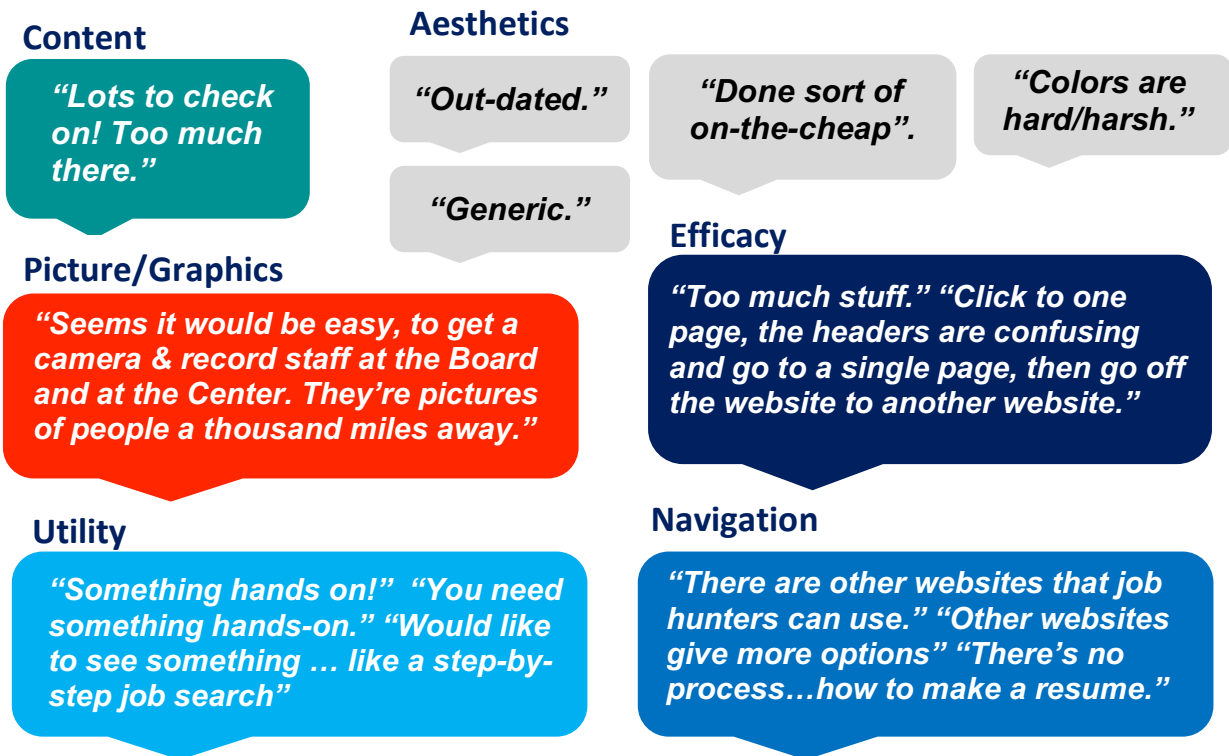
It became obvious early on that it was not necessary to know how customers "ranked" the website workintexas.com or hotworkforce.com. When it came to achieve their

objective, it was much more important to know whether they felt the service helped them or not, could have helped them more or didn't really help and why.

The structured surveys were jettisoned, and customers were asked how much the websites and specifically workintexas.com and hotworkforce.com helped them with specific tasks, including make a resume, write a cover letter, prepare for their work search, develop leads, get ready to contact employers, prepare for a job interview, find out about promising occupations, find out about the Waco-area job market, find out about the kind of jobs they might want to look for.

Many residents had not sought to use either workintexas.com or hotworkforce.com to assist them in their work search or were not regular users.

For those who had been on workintexas.com and hotworkforce.com, typical user comments included:

Content

"Lots to check on! Too much there."

Aesthetics

"Out-dated."

"Done sort of on-the-cheap".

"Colors are hard/harsh."

"Generic."

Picture/Graphics

"Seems it would be easy, to get a camera & record staff at the Board and at the Center. They're pictures of people a thousand miles away."

Efficacy

"Too much stuff." "Click to one page, the headers are confusing and go to a single page, then go off the website to another website."

Utility

"Something hands on!" "You need something hands-on." "Would like to see something … like a step-by-step job search"

Navigation

"There are other websites that job hunters can use." "Other websites give more options" "There's no process…how to make a resume."

The work search-related topics in workintexas.com and hotworkforce.com were inventoried. As mentioned, the sites include relevant topics, like "resume", "cover letter", "interview"; however, topics are standalone. The content lacks coherence, and the lack of coherence inhibits learning and utility, which likely contributes to the sites' low rankings and user avoidance when it comes to seeking help with the work search.

In addition, workintexas.com suffers from a registration/logon barrier making it – and its subject matter - difficult to access. Logons and registration do not inhibit users from accessing hotworkforce.com, but accessing topics remains confounding in both sites.

Basic accessibility gaps in Workintexas.com and Hotworkforce.com are summarized in the table.

Accessibility Gaps Computer-Based Services Summary		
	Workintexas.com	Hotworkforce.com
Elaborate log on/Registration processes created gap between first time users & self-directed services	✓	
Elaborate log on process created gap for returning users & self-directed services	✓	
Awkward navigation & lack of assistance creates gaps between users & self-directed services	✓	✓
Limited focus on job registration creates gap between work search needs & services	✓	

Assistance was sought on hotworkforce.com for three common work search tasks: *Write a Resume*, *Job Search Preparation* and *Interview Checklist*. How a job seeker gets help with each task is illustrated below.

Write a Resume: Developing a resume is an essential work search skill and one for which job seekers often seek help.

The need for a resume is essential for the vast majority of job seekers. Developing a resume is a process that helps workers reflect on their skills, experience, qualifications; their school and work history; volunteer and community service; references and career future. As a consequence, workers are better prepared to complete applications and for employer contacts and interviews.

To find help with a resume on hotworkforce.com's opening screen, begin at "JOB SEEKER SERVICES". After five clicks, users will have been jettisoned from the hotworkforce.com site to another site, careeronestop.org, where they will find a screen and the topic "Resume Guide". Users then click to another careeronestop.org screen titled "Write a first draft". Once on careeronestop.org, the user cannot click back to hotworkforce.com. **The entire trip to "Write a first draft" involves two websites and nine clicks.**

SEARCH FOR HOW TO WRITE A RESUME

On hotworkforce.com, it takes nine (9) clicks to find help to write a resume, ending up on another website, careeronestop.org

Poor accessibility creates a gap between residents and the service.

Job Search Preparation: The second example: All workers, both employed and unemployed, may need assistance preparing for the job search.

Job search preparation may be particularly helpful for new entrants and re-entrants who are new to the job market or have been out of the job market for a period of time.

JOB SEARCH PREPARATION

A sequence of *five clicks* on hotworkforce.com leads careeronestop.org and to "Job Search Tools", which have been reposted from the Illinois Department of Employment Security.

Poor accessibility and inappropriate examples create gaps between residents and the service.

The Job Interview: The third critical job search task is preparing for a job interview. After researching the job market, preparing for the search, developing a resume, finding leads, identifying openings, contacting potential employers and making application, the interview can make or break a search.

Finding the "Interview Checklist" on hotworkforce.com **involves eight clicks. The fifth click takes the user off the hotworkforce.com site to another site, the careeronestop.org site, and to an Interview Checklist posted by the *Illinois Department of Employment Security.***

SEARCH FOR AN INTERVIEW CHECKLIST

On hotworkforce.com, it takes eight (8) clicks to find **an Interview Checklist**. *Click* Job Seeker Services, *click* Self-Service Activities, *click* answer two questions, *click* I want to Search for a Job, *click* Texas Job Hunters Guide, *click* other Job Search Site & Resources, *click* Interview Checklist, *click* Find an **Interview Checklist** from the Illinois Department of Employment Security.

In summary, accessing work search topics on workintexas.com and hotworkforce.com is disordered, confusing, awkward and off-putting. The failure to provide efficient access to needed services creates a severe service gap between residents in need of service and the web-based services intended to help them.

Navigating to desired material is unwieldy, overly complex, not easily understood, cumbersome, incoherent and inconvenient.

Bottom line: Access and navigation on the two web-based sites is poorly accessible, creating unnecessary gaps between users and services.

Access and navigation create real gaps between service and potential user, but there is another very real problem. A gap that is subtle, but no less real.

Availability Gaps Computer-Based Services Summary		
	Workintexas.com	Hotworkforce.com
Elaborate log on/Registration processes created gap between first time users & self-directed services	✓	
Elaborate log on process created gap for returning users & self-directed services	✓	
Awkward navigation & lack of assistance creates gaps between users & self-directed services	✓	✓
Limited focus on job registration creates gap between work search needs & services	✓	

Once entering the sites neither presents a coherent picture of the job search process; individual topics and screens stand alone, unrelated to one another and unrelated to the job search process as a whole. Because neither site presents a framework for the job search, it is very difficult for users to connect the dots.

The gap is between the whole and the parts, between the information and the users who need to know not only the bits of information buried in individual screens, but how each piece of information relates to others and how together the information facilitates and expedites the job search.

Because the web-based sites fail to present work search as a process, the elements of the search to do not form a coherent whole. Users are not presented with a coherent vision for their search, and the sites do not provide a clear course of action. The sites present individual elements - "resume", "preparation", "interview", etc. - but do not provide job seekers with a process for work search.

The sites do not indicate what part each component plays in the work search, nor how each part links to and supports the next, and how all of them together contribute to the result, a successful job search.

Understanding job search as a process - with steps, techniques and skills to be applied by all job seekers to achieve their objective - is essential for an efficient and effective job search. The process applies to new entrants, re-entrants and current workers. Understanding it is essential to learning how to plan and conduct a work search. Current web-based services do a very poor job of portraying the process and how the individual steps contribute to the process and lead to the end result.

Job search as a process is a concept residents can understand and embrace. Within that concept, the steps to take can be made clear and clearly related one to another, for a more efficient and more successful job search.

Without a process, workintexas.com and heartoftexas.com are fragmented and incoherent.

Finally, the sites don't provide for action. As more than one resident commented **"We need hands-on"**, meaning not just prescriptions and exhortations (e.g. "Resume should be organized!", "You must be concise!") and not just a random example (e.g. in the case of hotworkforce.com the example is from the Illinois Department of Employment Security). Exercises and to-do's are instructive, but neither site has these.

In summary, the Workforce Assessment revealed numerous service gaps and several factors contributed to service deficiencies in the delivery of brick-and-mortar and web-based services. They are summarized below

The Workforce Assessment identified factors creating gaps. The factors are summarized below.

Five Factors Contributing to Gaps between Users and Brick-and-Mortar Services:

First, uneven access to service due to location of user and reliance on brick-and-mortar,

Second, lack of transportation or unreliable, sporadic transportation to brick-and-mortar,

Third, service schedules (e.g. full and part-time workers and workers with family commitments cannot accommodate traditional schedules. Some facilities are not available five days a week, e.g. may be open only Tuesday/Thursday afternoon, 1-3).

Fourth, a user may be provided in-person service by a trained and professional Workforce Solutions staff or provided in-person service by a volunteer or library staff who receives only one class per year with workforce-related content.

Fifth, classroom in-person services are available at only one Center.

As a consequence, brick-and-mortar based services limit the help available to Heart of Texas residents, because trained professional staff are not universally accessible and available, and services are not accessible and available to all residents who need help to achieve their desired and intended results.

Six Factors Contributing to Gaps between Users and Web-Based Services:

First, convoluted access for workintexas.com,

Second, awkward navigation of both workintexas.com and hotworkforce.com,

Third, generic content on workintexas.com and hotworkforce.com,

Fourth, no "hands on" activities on either workintexas.com and hotworkforce.com,

Fifth, content is standalone, disconnected from process.

Sixth, like the fifth, screens, words and images appear without clear link to objective.

As a consequence, web-based services on both workintexas.com and hotworkforce.com lack relevancy and efficacy. The lack of relevancy and efficacy creates critical service gaps inhibiting job seekers from accessing work search training necessary to achieve their desired and intended objective.

Each gap represents a missed opportunity to provide work search services to Heart of Texas residents, a missed opportunity to shorten the duration of unemployment, to hasten return to work, to fill an open position, to add productivity to the region, to increase the workforce participation rate and to grow the economy.

As it currently exists, web-based delivery – whether at a Workforce Center, library or other location - does not provide the desired level of service.

A SUGGESTED APPROACH

Listening to job seekers, experiencing the web-based systems and assessing the gaps yielded insights into how the gaps might be closed and service made more accessible. To close some of the gaps, increase the number of users and improve job seekers likelihood of success, and hasten their employment and re-employment, requires a re-design of web-based job search services.

Making A Case for Web-Based Job Search Services

Many Board area residents have access to web-based services through desktops, laptops, tablets, iPods, iPads and hand-held mobile devices, like smart phones.

Access to the web is wide spread through public networks at libraries, schools and recreation centers and through commercial and private facilities from McDonalds to Starbucks and the local grocery and department store.

With digital devices in the hands of more and more residents and access points expanding, new technologies put work search training service options and capabilities within reach of more residents.

The potential capabilities include podcasts, webinars, apps (programs written to perform a specific purpose), social networking, and software that facilitates interactions and collaboration with others, including workforce counselors and case managers. (For additional capabilities, see Appendix H Technology: Selected Terms).

With services as personal as healthcare and family counselling having moved online, and investing, shopping, booking travel, banking, and even some medical diagnoses conducted online, there is little reason to think job search training and support services could not be successfully delivered via the web.

A range of technical features are available and could be used to improve job search training and includes video streaming, so a job seeker can see and communicate with a counselor; screen features, like small windows scaled, resized and repositioned and hold a variety of information; visual sharing of information, like document sharing, online demonstrations and whiteboard features; the ability to record notes that can subsequently be emailed to job seekers; document preparation and real-time review/feedback; email contact between job seekers and counselors; online chat and discussion; text reminders and notifications; and homework and links to relevant resources and additional support.

Web-based online services could be more accessible than brick-and-mortar for residents living in rural or remote areas, single and at-home parents, people with disabilities and people who cannot travel frequently.

The written word, e.g. email and online chat, may be more appropriate than the spoken word for some, giving them a chance to think through content before responding.

Job seekers can feel more privacy from the comfort of their own home.

Job seekers may appreciate the convenience of being able to connect from "anywhere".

Online services can allow for more considered and candid responses, when job seekers don't feel time pressure to respond during in-person interviews but can consider before they respond. They can revisit communications and think things through in their own time before responding.

In addition, sessions can be accessible at more times of the day and for more days of the week. Services can be more flexibly delivered and accessed.

Brick-and-mortar (in-office) face-to-face sessions can be targeted and reduced in number and duration and career counselors and trainers can be more flexibly deployed.

Technology-driven services are more viable, even preferable, for some and the number of residents using online services is likely to increase year-to-year.

Anticipated benefits from more accessible web-based job search services are highlighted below.

ANTICIPATED BENEFITS FROM MORE EASILY ACCESSIBLE WEB-BASED JOB SEARCH SERVICES

Services may be available at more times of the day and more days of the week

Services may be used more often and to better effect through an accessible site.

Services may be more affordably accessed by job seekers.

Services may be more affordably provided by Workforce Solutions.

Services may be more (frequently and successfully used by job seekers living in rural or remote areas (although this is limited by bandwidth and availability of carriers), by single or at-home parents, people with disabilities, people at risk of violence or intimidation.

Information may be more accurate when job seekers can look back on communications, reflect and think things through in their own time, correct and re-assess.

Responses to requests that are urgent, unique or special requests can be made timely, regardless of job seeker location.

Scheduling and documentation can be reduced, when on-site, in person sessions are reduced and "no shows" eliminated.

{Based on a study by Ken Knight and Cathryn Hunter with the CFCA, a child and family services organization} (Adapted from sources: Abbott, Klein, & Ciechomski (2008); Bischoff (2004); Casey & Halford (2010); Cavanagh & Shapiro (2004); Griffiths, Farrer, & Christensen (2007); Hunt, Schochet, &

There are likely benefits, but also potential challenges to simplifying and making web-based services more accessible.

Staff may lack the required skills (i.e. "not computer literate") and require new skill sets to enable them to interact with users online and in new applications.

Users, e.g. some older people and those from different cultural and linguistic backgrounds, may feel less comfortable using online services.

When online services and websites lack visual and non-verbal cues (i.e. are not "intuitive") – they can lead to misunderstandings and confusion, shutting down the interaction.

Delays between contact and response can result in loss of interest and user frustration with the process.

Limited access to the communications infrastructure, and/or unreliable Internet connections adversely affect use.

Some online interactions could require verification the individual online is the job seeker.

If online interaction is included in a service design, many of the potential problems could be addressed. For example, counselor training can be provided for working in the new environment and Spanish versions developed.

In spite of the potential challenges, the benefits of web-based solutions are obvious and numerous. Predictable benefits will accrue from more easily accessible sites and the expansion of online job search assistance.

High-tech enhancements aside, many of the problems evident with the current web-based job search services could be addressed.

Even without increasing the technical features, access to work search training and support can be improved by closing some of the gaps identified in the analysis and assessment.

Addressing the Initial Web-Based Gap

The most obvious and significant gap is the gap between the hodgepodge assemblage of stand-alone screens on the current site and the objective they are intended to achieve – employment.

Without a process - a systematic series of activities directed towards achieving an end result – efficacy is diminished, obscured and, in some cases, entirely lost. The current screens and activities are unconnected to one another and to the goal.

With a process efficacy is improved. With a process, the screens and the activities connecting them clearly connect and contribute to the objective: Finding employment. A process frames all the activities and reinforces the significance of each.

An example is sketched here with the Heart of Texas Seven-Step Job Search. The discrete steps are clearly visible. The visual helps orient the user, provides a measure of progress and gives a point of reference when returning to work on the job search.

Each step in the Seven-Step Job Search process includes a specific set of tasks. For example,

1 "*Review the Facts*" involves the tasks of reviewing work history, skills, knowledge, experience, education, licenses, certifications, awards, achievements, hobbies, and volunteer work.

2 "*Assess the Economic Conditions*" involves assessing information about the national economy, regional and local economy, local industries, local businesses large and small, trends, job openings both current and potential.

3 "*Consider Personal Factors*" includes consideration of interests, values, personality, finances, family and long-term goals, personal mission, vision and purpose.

4 "*Prepare the Basic Documents*" includes developing a chronological resume, sample application, draft letter of recommendation, draft cover letter, list of references.

5 "*Search the Job Market*" includes finding leads, identifying openings, networking, support systems, recording, tracking, and following through.

7 "*Contact Prospective Employers*" includes writing resumes, letters, emails, faxes, applications, Internet applications, intermediaries, phone calls, job fairs, in-person contact, follow-through.

8 "*Interview Prospective Employers*" includes preparation for the interview, understanding the hiring process, anticipating questions and answers, the offer/no offer, post interview assessment, thank you notes, and follow-through.

By tailoring the tasks in each step to specific users' needs, unique user groups' needs can be accommodated, e.g. "Review Facts, Work History" could involve different tasks for a new entrant (high school graduate) than a recently laid-off and experienced professional, but are part of the same process and lead to the next step, "*Assess the Economic Conditions*", which could again be tailored to a unique group (e.g. new entrant).

Tasks within each step can be tailored to fit individual groups while staying within the framework of the Seven-Step Job Search process. A strategy might be to begin by targeting three individual groups: New entrant, re-entrant and currently employed. Acknowledge each unique circumstance has its unique needs, and address each with specific tasks within the HOT Seven-Step Job Search process.

Finally, within the steps, specific tasks can be included for job seekers to complete, as many customers/clients requested, i.e. "hands on", "something to do". Within each step, recommended or required actions can be incorporated. For required actions, the capability to share completed documents could be built into the application, giving the capability for online chat or conversation with job counselors who can review and comment on the work and counsel on specifics of the work search.

Suggested design principles for a site that prioritized job search are:

1. Present job search as a process to achieve the objective: employment.
2. Prioritize the job search by presenting the process on the initial screen.
3. Identify a limited number of clear steps and incorporate the steps into a process.
4. Link all information to the process and the process to finding employment.
5. Provide an easy way for users to track progress from step to step.

Such a site could provide usable services to residents throughout the Heart of Texas, provide the framework for all interventions and assistance, and a basis for coordinating and communicating services among providers, as well as between staff and job seekers.

CONCLUSION

The Gap Analysis compared a desired or potential level of job search services with the services that currently exist. Several area providers were surveyed to get a snapshot of current services. Workforce Solutions' services were scrutinized. For Workforce Solutions, on-site (i.e. in-person and class-centered) services are limited by brick-and-mortar. Gaps between resident needs and available on-site trainings are numerous and area-wide, existing within McLennan for those without transportation and in other counties due to lack of availability.

Gaps between in-person brick-and-mortar services and potential users occur because services are provided only in limited locales or infrequently. Gaps between web-based services and potential users occur because current web-based services are cumbersome and awkward to use, and because the services are not truly helpful.

Many of the online "services" that are intended to provide job search assistance are not adequate for a number of reasons, in part because of computer/online access to services (a problem that is declining due to growing access through public access points), but primarily because of the poor quality of the web-based services - a design problem that can be addressed with new web-based applications.

The Workforce Assessment identified circumstances and conditions contributing to the gaps in the web-based services and assessed the consequences of those gaps.

Circumstances and conditions contributing to the gaps include funding, dependence on brick-and-mortar/in-person delivery and poorly designed web-based services. The consequences include missed opportunities to serve area job seekers, prolonged job searches and extended periods of unemployment. As a by-product of the information gathered and analysis performed, design principles and a possible alternative suggested themselves.

A suggested approach – enhanced web-based job search service –-is broadly sketched. The approach was developed without consideration of legislative and regulatory restrictions or requirements and without consideration of organizational necessities. Nor is it suggested that all possibilities, contexts, client groups and strategic directions were considered. But the continued expansion and extension of web-based services from family counselling to health care services, suggests an enhanced web-based approach appears to offer a viable strategy for improving work search services for many Heart of Texas job seekers.

-- End --

GAP ANALYSIS & WORKFORCE SERVICE ASSESSMENT

Appendix

A Partners Surveyed/Interviewed

B Summary of Questions Asked Partners Surveyed/Interviewed

C Summary of Responses from Partners Surveyed/Interviewed

D Summary of Questions Asked Clients/Customers/Users

E Summary of Responses from Clients/Customers/Users

F Identified Gaps

G Frequently Noted Challenges Associated with Online Services

H Anticipated Benefits from More Easily Accessible Web-Based Job Search Services

I Suggested Approach

J Technology: Selected Terms

K Job Application Sites – Partial List

L Partial List of Partners, Stakeholders & Service Providers

M Role of the Workforce Board

N Source Notes/References

APPENDIX A Partners Surveyed/Interviewed

Family Abuse Center
Yes! Youth Employment Solutions
Fairfield Economic Development Corporation
Fairfield Career and Technical Training Center
Navarro College
TSTC
Greater Waco Advanced Manufacturing Academy
Adult Education and Literacy Services
Vocational Rehabilitation
Texas Veterans Commission
The Reintegration Round Table
McLennan County Youth Collaboration - WIOA Youth Services
McLennan County Youth Collaboration - Drop Out Prevention
Baylor University
Christian Women's Job Corp – McLennan County
Christian Men's Job Corps
Goodwill Industries (WERN was contacted & responded)
Salvation Army
Senior Community Service Employment Program
Waco Employer Resource Network (WERN) at Goodwill
Skill Point Alliance
Mission Waco/Meyer Center
Economic Opportunities Advancement Corporation
Libraries
Hispanic Chamber
Centex African-American Chamber of Commerce
Waco Chamber of Commerce

*Bold indicates organization/provider was contacted and information obtained. Others were intended to be contacted but for various reasons were not (e.g. time frames, failure to make contact, …). Those contacted and providing information are included in the report.

APPENDIX B Summary of Questions Asked Partners Surveyed/Interviewed

1. Interviewer:	2. Organization:				2. Count(ies) served: Mc Bq Fls Frs Hil Lms All	
3 Do you offer services to help people with:		YES (1)	NO (2)	How*		Comments / Notes
4 Job search planning		(1)	(2)	(3) 1x1,	(4) Classroom, (5) Web	
5 Writing resumes		(1)	(2)	(3) 1x1,	(4) Classroom, (5) Web	
6 Writing cover letters		(1)	(2)	(3) 1x1,	(4) Classroom, (5) Web	
7 Career counseling		(1)	(2)	(3) 1x1,	(4) Classroom, (5) Web	
8 Interviewing skills		(1)	(2)	(3) 1x1,	(4) Classroom, (5) Web	
9 Identifying leads		(1)	(2)	(3) 1x1,	(4) Classroom, (5) Web	
10 Assessing the local labor market		(1)	(2)	(3) 1x1,	(4) Classroom, (5) Web	
11 Job clubs		(1)	(2)	(3) 1x1,	(4) Classroom, (5) Web	
12 Soft skills**		(1)	(2)	(3) 1x1,	(4) Classroom, (5) Web	
13 Do you serve everyone who walks through the door or a targeted population? (6) Everyone (7) Targeted						
14 Do you have an employer engagement service/program? (1) Yes (2) No						
15 If 14 is "yes", is engagement by (8) in person , (9) on website, (10) both						
16 Do you have favorite websites and/or books and/or other material you provide or recommend to your clients to help them with their work search? e.g. careeronestop.org and or other websites. Name(s)						
17 Is there one tool that could help you better help people find work? A tool/resource that could help you help others find work?						
* "How" It may be easier just to ask the general question "Do you provide your services in person, in classes or via web?						
**Soft skills: Employer-desired skills, e.g. On-time, team player, self-starter, complete tasks, work w/o close supervision.						

APPENDIX C Summary of Responses from Partners Surveyed/Interviewed

JOB SEARCH SERVICES BY TASKS: ORGANIZATIONS & PROGRAMS (A-T)

TASKS	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
Work Search Planning	Y	Y	N	N	Y	N	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	N
Writing Resumes	N	Y	N	N	Y	N	Y	Y	Y	Y	Y	Y	N	Y	N	Y	Y	Y	Y	Y
Writing Cover Letters	Y	Y	N	N	Y	N	Y	Y	Y	Y	Y	N	N	Y	N	Y	Y	Y	Y	Y
Career Counseling	Y	Y	N	N	Y	N	Y	Y	N	N	Y	Y	Y	N	N	Y	Y	Y	Y	N
Interviewing Skills	Y	Y	N	N	Y	N	Y	Y	Y	Y	Y	Y	N	Y	N	Y	Y	Y	Y	Y
Identifying Leads	N	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y
Assessing the Local Labor	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y
Job Clubs	N	N	N	N	Y	Y	N	N	Y	Y	N	Y	N	N	N	Y	N	N	Y	N
Soft Skills	N	Y	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y

APPENDIX D Summary of Questions Asked Clients/Customers *

*The questions intended to be asked of users, clients, customers and job seekers were structured for a strict statistical analysis; however, as interviews with Center customers began, it became obvious that more candid responses resulted from informal dialogue, i.e. conversations, with customers and users, rather than rigorous Q&As.

An informal approach would be more informative and the responses more open, when customers and users did not see a clip board, note pad or tally sheet. And when the interviewer was listening intently to the response, rather than being concerned with tally marks.

The decision was made to favor more open-ended discussions with clients and customers, simply because informality provided us more useful data, e.g. What was the users'/customers' experience like? How did they like it? What bothered them about it?

It became obvious early on that it was not necessary to know for the Gap Analysis the "rank" of the website workintexas.com or hotworkforce.com, in order to compare them with other sites.

When it came to specific tasks, it was much more important to capture the users'/customers' experiences. When it came to achieving the users'/customers' objective, it was much more important to know whether or not they felt the service helped them, could have helped them more or didn't really help.

Therefore, the questions on the following page - WP PROJECT QUESTIONS for USERS, CLIENTS, CUSTOMERS, JOB SEEKERS - were quickly jettisoned in favor of a more informal discussion and conversation with each user/customer.

APPENDIX D continued

*WP PROJECT QUESTIONS for USERS, CLIENTS, CUSTOMERS, JOB SEEKERS

1. Compared with other websites you've used, how would rate Work-in-Texas (or hotworkforce.com) OVERALL, on a one-to-five scale with one the worst and five the best?

1	2	3	4	5

2. Compared with other websites you've used, how would rate Work-in-Texas (or hotworkforce.com) based on HOW EASY IT WAS TO FIND THINGS YOU WERE LOOKING FOR, on a one-to-five scale with one the worst and five the best?

1	2	3	4	5

3. Compared with other websites you've used, how would you rate Work-in-Texas (or hotworkforce.com) based on _____, on a one-to-five scale with one the worst and five the best?

1	2	3	4	5

4. Compared with other websites you've used, how would you rate Work-in-Texas (or hotworkforce.com) based on HOW MUCH IT HELPS YOU WITH THESE TASKS (still on a on a one-to-five scale with one the worst and five the best)?

NEEDS (Many clients, customers, users may never have used Work-in-Texas or hotworkforce for these; it would be good to get a tally of (percent of those you talked with) who have never used them for these.	1 Worst	2 Not Very Helpful	3 Not as good as some others	4 Same as others	5 Best of all
Make a resume					
Write a cover letter					
Prepare for your work search					
Get ready to contact employers					
Prepare for a job interview					
Find out about promising occupations					
Find out about the Waco-area job market					
Find out about the kind of jobs you're looking for					
Other…(Specify)					
If you haven't used a website to help with these things, what would it take for you use one? What features/qualities would make you try one? How would you want it to work? What would you find helpful for it to have or for it to do?					

APPENDIX E Summary of Responses from Clients/Customers/Users

Representative client/customer responses/reactions to experiences with Workforce Solutions' web-sites

Content:
"Lots to check on! Too much there."

Aesthetics:
"Out-dated."
"Generic."
"Done sort of on-the-cheap."

Graphics/Pictures:
"Seems it would be easy, to get a camera & record staff at the Board and at the Center."
"They're pictures of people a thousand miles away."

Navigation:
"Too much stuff."
"Click to one page, the headers and go to a single page.

Utility: "There are other websites that job hunters can use." "Other websites give more options" "There's no process…how to make a resume."

Coherence:
"Seems kind of patched together."

Efficacy:
"Something hands on!"
"You need something hands-on."
"Would like to see something … like a step-by-step job search"

Additional Comments (paraphrased):

Can't find what I want.
Hard to read.
Can't get on it.
Too slow.

APPENDIX F Identified Gaps

IN-PERSON BRICK-AND-MORTAR GAPS BETWEEN SERVICE AND USER:

Five gaps in brick-and-mortar-based job search service delivery:

First, uneven access to service due to proximity to service (location),

Second, lack of transportation or unreliable, sporadic transportation to brick-and-mortar,

Third, service schedules (Many full- and part-time workers and workers with family commitments cannot accommodate traditional schedules; some services are not routinely available, e.g. may be offered only Thursday afternoon, 1-3).

Fourth, service may be provided by a professional workforce staff or may be provided by a volunteer or library staff who receives only one class per year with workforce-related content depending on resident's location and location visited.

Fifth, classroom in-person services are available at only one Center.

WEB-BASED GAPS BETWEEN SERVICE AND USER:

Six gaps in web-based job search service delivery:

First, convoluted access for workintexas.com designed more for program registration than work search assistance,

Second, awkward navigation,

Third, generic content,

Fourth, no "hands on",

Fifth, content without context and

Sixth, screens, words and images without link to purpose.

FREQUENTLY NOTED CHALLENGES
ASSOCIATED WITH ONLINE SERVICES

o Older people and those from different cultural and linguistic backgrounds, for example may feel less comfortable using online services.
o Online services may lack visual and non-verbal cues, which may lead to misunderstandings. Without face-to-face contact, counselors may feel less confident in understanding client reactions.
o It may be difficult to verify the identity of the person being engaged with online.
o There may be problems with technical failures, limited access to the communications infrastructure, and/or unreliable Internet connections.
o There are security risks, such as email being misdirected through address errors, messages being intercepted by hackers, or data becoming corrupted or stolen due to computer programming errors.
o Clients may expect online services to be free.

ANTICIPATED BENEFITS FROM MORE EASILY ACCESSIBLE WEB-BASED JOB SEARCH SERVICES

- ✓ Services may be available at more times of day and more days of the week
- ✓ Services may be used more often and to better effect through an accessible site.
- ✓ Services may be more affordably accessed by job seekers.
- ✓ Services may be more affordably provided by Workforce Solutions.
- ✓ Services may be more frequently and successfully used by job seekers living in rural or remote areas (although this is limited by bandwidth and availability of carriers), by single or at-home parents, people with disabilities, people at risk of violence or intimidation.
- ✓ Information may be more accurate when job seekers can look back on communications, reflect and think things through in their own time, correct and re-assess.
- ✓ Responses to requests that are urgent, unique or special requests can be made timely, regardless of job seeker location.
- ✓ Scheduling and documentation can be reduced, when on-site, in-person sessions are reduced and "no shows" eliminated.

[Based on a study by Ken Knight and Cathryn Hunter with the CFCA, a child and family services organization] (Adapted from sources: Abbott, Klein, & Ciechomski (2008); Bischoff (2004); Casey & Halford (2010); Cavanagh & Shapiro (2004); Griffiths, Farrer, & Christensen (2007); Hunt, Shochet, & King (2005); Pollock (2006); Recupero (2005); Rochlen, Zack, & Speyer (2004); Syme (2004).)

APPENDIX J Technology: Selected Terms

WEB 2.0

The term "Web 2.0" describes websites that use technology to facilitate users' interaction and collaboration, as well as to generate their own content and virtual communities. It differs from previous web-based systems that limited the user experience to the passive viewing of content. Examples of Web 2.0 include social networking sites, blogs, wikis, video sharing sites, and apps.

SOCIAL NETWORKING SITES

A social networking site is a platform for building social networks and relationships among users. Most social networking sites are web-based, allowing users to interact over the Internet and share ideas, images, events and interests with their networks. Social networking sites often involve a recommendation system based on trust and allow users to express their appreciation (or lack thereof) for particular content. Popular services include Facebook, Twitter, Google+, Tumblr, and LinkedIn.

MOBILE DEVICES

A mobile device is a portable computing device, usually featuring a touch screen. Most mobile devices have the capacity to run application software, known as "apps" (see below), and most allow Internet connectivity. Smartphones are a particularly common form of mobile device, as are tablet computers such as iPads.

APPS

An app refers to a program or piece of software designed and written to fulfill a particular purpose for the user, such as playing games, keeping a calendar or surfing the Internet. It may be self-contained or require an Internet connection. Most often apps are associated with use on a mobile device such as a smartphone.

PODCASTS

A podcast is a type of digital media, usually consisting of a recorded audio file, that can be listened to by "streaming" via a website or downloaded onto a computer or mobile device for later off-line listening. The media may also be a video.

WEBINARS

A webinar is a seminar conducted over the Internet in real time, using specific software. Users generally log in to view the presentation slides (and sometimes the presenter) via their computer and can listen to the audio via their computer or telephone. Users may ask questions or make comments during the seminar by typing into a text box and having them responded to by the presenter.

APPENDIX K

Job Application Sites – Partial List

LinkedIn.com
Craigslist.com
Indeed.com
Glassdoor.com
Upwork.com
Monster.com
Elance.com
JobRapido.com
Splashfind.com
Freelancer.com
CareerBuilder.com
Jobs.ieee.org
Angel.co
Simplyhired.com
Usajobs.gov
Jobsdb.com
ZipRecruiter.com
GovermentJobs.com
SnagAJob.com
BrassRing.com
Dice.com
Vets.gov
VeteransEmployment.net
HireVeterans.com
Va.gov
Salary.com
Jobs.net
PsycCareer.com
TheLadders.com
LiveCareer.com
SmartRecruiters.com
jobs.newscientist.com
chronical.com
HireEdJobs.com
RobertHalf.com
FlexJobs.com
internships.com
SmartBrief.com
Jobs2Careers.com
edjoin.org
Gigajob.com
eFinancialCareers.com
Hcareers.com
MediaBistro.com
AmericasJobExchange.com
CareerAge.com
Randstad.com
jobing.com
experteer.com
TweetMyJobs.com
EveryJobForMe.com
Job-Hunt.org
FindTheRightJob.com
JobHat.com
RegionalHelpWanted.com
CareerOneStop.org
DiversityOneStaffing.com
VentureLoop.com
AssociationCareerNetwork.com
LocalJobster.com
JobTarget.com
LinkUp.com
ArchitechJobsOnline.com
Jobs.PRSA.org
AfterCollege.com
Us.jobs
StartUpHire.com
HospitalityOnline.com
3wJobs.com
NAFSA.org
CoolWorks.com

Careers.Tesol.org
TopUSAJobs.com
GulfLive.com
CollegeRecruiter.com
TalentZoo.com
Jobs.com
jobsonline.com
JobsinLogistics.com
Net-Temps.com
TopLanguageJobs.com
NYCHires.com
LaborReady.com
OrlandoJobs.com
NationJob.com
EmploymentGuide.com
SocialService.com
NationalJobsOnline.com
BlueSteps.com
ExecSearches.com
The-Dispatch.com
ara24.com
JobofMine.com
RecruitMilitary.com
sixfigure-jobs.com
MarketingInternships.net
LatPro.com
CreativeHotlist.com
AuthenticJobs.com
Artjobs.com
Behance.net
dribbble.com
weworkremotely.com
Coroflot.com
designjobs.aiga.org
sensationaljobs.com
dsgnjbs.com
jobs.minonline.com
translatormaven.com
journalismjobs.com
mashable.com
DigitalMediaJobsNetwork.com
AdRants.com
CrunchBoard.com
JobsInSports.com
MediaMatch.com
PRNewsOnline.com
AngelPad.com
HackerNews.com
HireArt.com
InsideStartups.com
OnStartupJobs.com
StartUpJob.me
StartupZone.com
TheMuse.com
Underdog.io
VentureBeat.com
Idealist.org
CommongoodCareers.org
Bridgespan.org
Encore.org
PhilanthropyNewsDigest.org
HireHorticulture.com
HotDataJobs.com
JobsMatchSkills.com
GitHub.com
iCrunchData.com
ITJobPro.com
JobsRubyNow.com
GigaOm.com
TechFetch.com
LawMatch.com
LawCrossing.com
NALP.org
Proven.com
RestaurantZone.com
Culintro.com

CareersInFood.com
PoachedJobs.com
Instawork.com
FoodService.com
Jobsonthemenu.com
hcareers.com
BrokerHunter.com
BankJobs.com
WallStreetOasis.com
FinanceJobBoardNetwork.com
OneWire.com
Dol.gov
PoliticalJobHunt.com
OnForce.com
InternJobs.com
LookSharp.com
CareerRookie.com
YouTern.com
SalesGravy.com
SalesJobs.com
SalesHeads.com
DadoMatch.com
CareerVitals.com
WorkInTexas.com
Hotworkforce.com
HealthcareJobSite.com
JobsInHealthcare.com
MedHunting.com
HospitalCareers.com
HospitalRecruiting.com
HealthcareSource.com
HealthJobsNationwide.com
MedZilla.com
BioSpace.com
NursingJobs.com
CareerPharm.com
RigZone.com
ConstructionJobs.com
Roadtechs.com
Operativehire.com
WorkforNightOwls.com
iHireConstruction.com
CareersinConstruction.com
IndustrialProjectsReport.com
WorkInRetail.com
AllRetailJobs.com
RetailCrossing.com
ClothingIndustryJobs.com
CareersInGrocery.com
RetailGigs.com
OodleMarketplace.com
BuiltInAustin.com
JobInventory.com
BigDataJobs.com
RecruiterMedia.com
rorjobs.com
absolutelyhealthcarejobsearch.jobsearchst.com
jobs.rubynow.com
diversityjobs.com
JustJobs.com
JobsInTrucks.com
TipTopJob.com
Krop.com
Levo.com
TechCareers.com
Geebo.com
InternMatch.com
PaidContent.com
juju.com
37Signals.com
Beyond.com
stackoverflow.com/jobs
facebook.com
kwtx.com/jobsearch
cityofwaco.com
tstc.edu

wacoisd.org
twc.state.tx.us
americajob.com/texas
accesshr.hhsc.state.tx.us
schoolspring.com
baylor.edu
adeccouse.com/jobs
qorvo.com/careers/job-search
jobs.comcast.com
usps.gov
hiringnearyou.com
jobaccept.com
burlingtonstores.jobs
jobs.petsmart.com
careers.homedepot.com
totalplacement.com
spherion.com
wacotribjobs.com
jobsupportservices.com
expresspros.com
jobs-ups.com
jobsforfelonshub.com
care.com
upscareers.jobs
samedaypay.jobs.myjobhelper.com
jobsearch.jobsgalore.com

HUNDREDS, PERHAPS, THOUSANDS MORE ARE ON THE WEB

APPENDIX L Partial List of Partners, Stakeholders & Service Providers[*]

1. Central Texas Literacy Coalition
2. Family Abuse Center
3. Yes! Youth Employment Solutions
4. Fairfield Industrial Development Corporation
5. Fairfield Economic Development Corporation
6. Fairfield Career and Technical Training Center
7. Navarro College
8. TSTC
9. Greater Waco Advanced Manufacturing Academy
10. Adult Education and Literacy Service
11. Vocational Rehabilitation Services
12. Texas Association for Partners in Education
13. P-20 Council
14. Texas Veterans Council
15. Texas Veterans Commission
16. The Reintegration Round Table
17. Drop Back into School
18. Greater Waco Community Education Alliance
19. Faith Works
20. McLennan County Youth Collaboration
21. Community in Schools (CIS)
22. McLennan Small Business Development Center
23. Baylor University
24. Christian Women's Job Corp – McLennan County
25. Christian Men's Job Corps
26. Goodwill Industries
27. Salvation Army
28. AARP
29. Senior Community Service Employment Program
30. Caritas, Beyond Hunger and Hope
31. Waco Foundational Employment Network
32. Work Readiness Certification at McLennan Community College
33. Skill Point Alliance
34. Reintegration Round Table
35. Mission Waco Mission World
36. Mentor Coalition
37. Campus Town Waco Initiative
38. High School Summer Internships
39. Project Link
40. Texas Association of Partners in Education (TAP)
41. Greater Waco Advanced Manufacturing Academy
42. Texas Success Initiative (TSI) Sharing
43. Housing Authority of Waco
44. Heart of Texas Council of Governments
45. ARC of McLennan County
46. Waco Center for Youth
47. Waco CDC
48. Doris Miller Family YMCA
49. Habitat for Humanity
50. Economic Opportunities Advancement Corporation
51. Big Brothers Big Sisters
52. Waco Works
53. Daybreak Community Services
54. Meyer Center for Urban Ministries
55. Greater Life Pentecostal
56. Boys and Girls Clubs
57. Libraries (See list X page/appendix)
58. Independent School Districts

*Has not been screened for duplicates.

APPENDIX M Role of Workforce Board

Selected Functions, Summarized from The Workforce Innovations and Opportunity Act [113th Congress, Public Law 113-128]

Data Gathering and Analysis: Carry out analyses of the economic conditions in the region, the needed knowledge and skills for the region, the workforce in the region, and workforce development activities (including education and training), and regularly update such information; conduct such other research, data collection and analysis related to the workforce needs of the regional economy as may be needed.

Convening, Brokering, Leveraging: Convene local workforce development system stakeholders to assist in the development of the local plan; Lead efforts to engage with a diverse range of employers and with entities in the region; Promote business representation and develop effective linkages with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities; Leverage resources and capacity within the local workforce development system.

Meeting Business and Workforce Needs: Ensure workforce investment activities meet the needs of employers and support economic growth in the region, by enhancing communication, coordination and collaboration among employers, economic development entities and service providers.

Promoting Promising Practices: Identify, promote, develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers, and expand employment and career advancement opportunities.

Leading: Lead efforts to develop and implement career pathways by aligning employment, training, education, and supportive services that address barriers to employment.

Developing and Utilizing Technology: Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers and workers and jobseekers, by facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area; and by facilitating access to services provided through the one-stop delivery system involved.

Overseeing Programs: Conduct oversight; ensure the appropriate use and management of the funds; negotiate local performance accountability measures; select one-stop operators; identify eligible providers of career services; coordinate with education providers; identify eligible providers of training services.

APPENDIX N Source Notes/References

Funding for Workforce Services
Source: FY 2018 Department of Labor Budget Brief (2012-2018)

Expenditures for Workforce Solutions Programs and Services
Source: Heart of Texas Workforce Board Expenditure Reports

Heart of Texas Economic Conditions & Projections
Source: Perryman Group Report
Workforce Solutions Strategic Plan 2017-2020
Bureau of Labor Statistics
Prosper Waco

Using Web-Based Systems to Deliver/Enhance Social Services
Source: **Scottish Social Services Council** on using technology in workforce
http://learningzone.workforcesolutions.sssc.uk.com

The Cost of a Lost Customer
Source: http://www.thinksales.co.za/the-real-cost-of-losing-customers

2016 Workforce Solutions for the Heart of Texas IMPACT REPORT

Uses and Problems with Web-Based Social Service Delivery
Researching development and use of web-based services to deliver medical, psychological and social services, the following were cited, but I was not able to access their original materials.
Sources: Abbott, Klein, & Ciechomski (2008); Bischoff (2004); Casey & Halford (2010); Cavanagh & Shapiro (2004); Griffiths, Farrer, & Christensen (2007); Hunt, Shochet, & King

Government Summit Thought Leadership Series, Service Delivery Trend Outlook, The Potential Future of Government Customer Service Delivery
(Deloitte)
Source:
https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/technology/service-delivery-trend.PDF

How To Do Customer Interviews That Reveal Priceless Insights
Source: https://www.crazyegg.com/blog/start-talking/

How to Interview a Customer
Source: https://www.inc.com/geoffrey-james/how-to-interview-a-customer.html

Internet-based Patient Self-Care: The Next Generation of Health Care Delivery;
Journal of Medical Internet Research
Source: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1550561/

What Makes a Website User-Friendly?
Source: https://www.intechnic.com/blog/what-makes-a-website-user-friendly/
*11 Characteristics of a User-Friendly Website*Source:
https://www.socialmediatoday.com/content/web-design-11-characteristics-user-friendly-website

USER-FRIENDLY WEBSITES: A SIMPLE DEFINITION
Source: http://www.freshpage.com/user-friendly-websites-simple-definition

Society for Human Resource Management; *Social Media: What are the advantages and disadvantages of social networking sites? What should we include in a policy?*
Source: https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/socialnetworkingsitespolicy.aspx

Articles about technology and social media in the workplace abound on the internet, but there are few articles on the use of web-based applications to deliver workforce services. Since there are few articles and fewer examples, successful development will likely rely on two principles: (1) Apply the widely-known principles of web-based design and (2) Make a content-rich workforce site specific to Heart of Texas residents.   Both will provide reliable guidance to produce a better service delivery system for Heart of Texas residents, shorten periods of unemployment, make for more efficient work searches and hasten re-employment.

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